DOCUMENT RESUME

ED 348 090 JC 920 385

TITLE American Association of Women in Community and Junior Colleges Quarterly; Vol. XVI, Nos. 1-4.
INSTITUTION American Association of Community and Junior Colleges, Washington, D.C. American Association of Women in Community and Junior Colleges.
PUB DATE 92
NOTE 60p.
PUB TYPE Viewpoints (Opinion/Position Papers, Essays, etc.) (120) -- Reports - Descriptive (141) -- Collected Works - Serials (022)
JOURNAL CIT AAWCJC Quarterly; v16 n1-4 Fall 1991-Sum 1992

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS Community Colleges; *Employed Women; *Equal Opportunities (Jobs); Feminism; National Organizations; Newsletters; *Professional Associations; *Sex Bias; Sex Discrimination; Two Year Colleges; *Women Administrators; *Women Faculty

ABSTRACT

The American Association of Women in Community and Junior Colleges (AAWCJC), an affiliated council of the American Association of Community and Junior Colleges (AACJC), produces the "Quarterly" to disseminate information pertinent to the AAWCJC membership and to provide a forum for the discussion of current issues and events. Each issue of the "Quarterly" provides news from AAWCJC member regions, book reviews, information about AAWCJC events (such as board meetings, and conferences), descriptions of model programs, and an updated calendar of events. The four issues in this volume also contain the following articles: (1) "Women Chief Executive Officers in Community, Tech, and Jr. Colleges: AACJC Indicators Brief," by Enid Jones; (2) "Glass Ceiling Retards Progress," by Caryl Rivers; (3) "A Day in the Life of a Nontraditional Student," by Judith Crowder; (4) "Glass Ceiling: Women Still on the Outside," by James J. Kilpatrick; (5) "Endgame: AAWCJC's Diversity Pursuit," by Pam Fisher; (6) "Returning to Roots Stirs Many Memories for Leila Gonzalez Sullivan," by Cliff Floyd; (7) "Ethics Crucial in Community Colleges," by Elaine Johnson; (8) "Workplace Actively Seeking Women," by Gene Parker; (9) "Legislative Report: Ability to Benefit Legislation Denies Community College Student Access to Education," by Barbara Viniar; and (10) "Glass Ceilings in Corporate America: Current Issues and Debate," by Katrina Grider and Kimberly F. Gee. (JSP)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED348090

AMERICAN ASSOCIATION OF WOMEN IN COMMUNITY AND JUNIOR COLLEGES

A COUNCIL OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES

AAWCJC Quarterly

VOL. XVI NOS. 1-4 FALL 1991-SUMMER 1992

JC 920 385

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

N. Kemp

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)"

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☒ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

BEST COPY AVAILABLE

AMERICAN ASSOCIATION OF WOMEN IN COMMUNITY AND JUNIOR COLLEGES
A COUNCIL OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES

AAWCJC Quarterly

VOL. XVI NO. 1 FALL 1991

AAWCJC NATIONAL AGENDA 1991-93: *The New Workforce*

The promotion of equity and excellence within our community colleges is the ongoing mission of our organization. A multitude of local, state, regional and national activities are implemented every year to bring us closer to our goal. In addition, every biennium the new Board of Directors selects a special priority which is given national and regional focus. With the recent growth in local chapters and state sections, the Board is encouraging all AAWCJC members to incorporate the national agenda into their planned events.

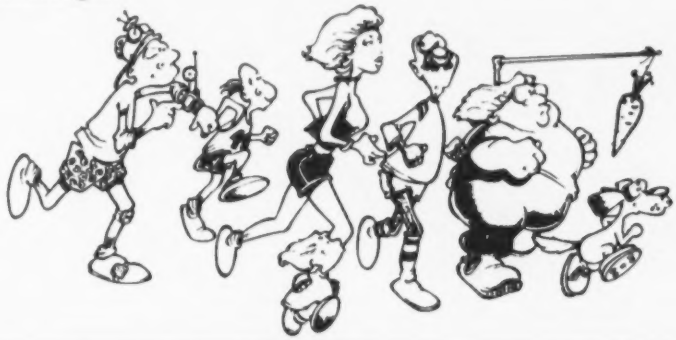
Everyone knows the statistical projections. The workforce of this decade and beyond will be more diverse than any ever before known in our country's history. New entrants, in particular, will be primarily women, members of ethnic populations, older persons, new immigrants, or the able disabled. These workforce changes are occurring at the same time that our nation faces its greatest international economic challenge. Therefore, these new workers, as well as current ones, also will have to be more knowledgeable, more productive, and better educated than any previous generation. National leaders in education, politics, and business and industry, recognize that community colleges must play a keyrole in resolving this critical national problem. Thus the support for the community college mission is at an all-time high.

Whether or not community colleges will be able to meet the nation's new expectations may well depend on whether or not community colleges adopt and internalize the mission and goals of AAWCJC and other AACJC councils such as the National Council on Black American Affairs, the National Community College Hispanic Council, and the newly forming Asian-American Council. All these councils exist to promote the full achievement of the constituents that are their focus. Our activities attempt to overcome the barriers that prevent that achievement. These constituents are the new workforce. Removal of the barriers they face is precisely the factor that will determine whether or not the new workforce has the skills to save our national economy.

The goals of the women and minority councils have become, of necessity, the goals of the nation. If not for philosophical and ethical reasons, then for economic and financial ones, the nation, including its industries and its colleges, must ensure that all its human resources are fully utilized.

The national Board of Directors of the American Association of Women in Community and Junior Colleges selected "The New Workforce" as its national

please see NEW WORKFORCE, p. 3



GREATEST ECONOMIC INTERNATIONAL CHALLENGE

NEW WORKFORCE, from p. 1

agenda precisely because the opportunity is great for bringing institution-wide attention to long-standing issues of concern to our members. By demonstrating how resolution of these concerns will contribute to the development of a successful new workforce, major support will be easier to obtain from college and community leadership. As programs, seminars, workshops, and conferences are planned, incorporating some aspect of this national agenda is highly recommended.

"The New Workforce" is a theme with many possible variations. Obvious components (and thus program topics) are "Changing Demographics," "Valuing Diversity," "Affirmative Action," the "New Community" and "Training and Retraining." Also appropriate are slightly different approaches such as "Overcoming Poverty," "Achieving Literacy," and "Assuring Access." Due to the greatly expanding numbers of women in the new workforce, it will be critical to include topics such as "Women in the Workplace," "Comparable Worth," "The New Family," "The Sandwich Generation," and "Family-Oriented Corporate Policies." Also appropriate will be those topics with an international flavor such as "International Training," "Cultural Pluralism," and "International Partnerships."

These and other topics should have wide appeal to all members of the college staff as well as to selected members of your respective communities. The issues have gained the attention of leaders because the outcomes are so vital. The opportunity is available for AAWCJC members to step forward and assist with identifying and implementing practical solutions. The result may well be our most dramatic progress toward the achievement of AAWCJC'smission, equity and excellence in all our community colleges.

GOOD LUCK to the new workforce,
Dr. Pamila J. Fisher

AAWCJC
Vice President
for Professional
Development
Vice Chancellor
Yosemite
Community
College District,
CA

Dear AAW Sisters,

It is an honor for me to accept the position of Vice President of Resource Development for this dynamic organization. It gives me the opportunity to focus my attention on a project which I hold dear— bringing the AAWCJC Leaders Foundation to a level of vitality that will allow us to support the needs of community college women for professional development. We owe a debt of gratitude to J. Juechter and Jo-Ann Terry before me, who started the Foundation from nothing and have brought it to the point of being a legally organized entity providing scholarships to women attending the Leaders Institute.

The Foundation Board has established a two-phase fund raising plan with goals of raising a major endowment for National Institute of Leadership Development scholarships and supporting the activities of the Leaders Institute. The Institute has been a major thrust of the AAWCJC national board since itfirst authored the FIPSE grant and fulfilled our dreams of a training experience to help women be the best they can be. The Foundation will also support the professional training projects of AAWCJC, but our first thrust will be toward promotion and preservation of Leaders because of its need and well-defined history of success.

The first phase of this two-phase fund raising effort involves you. The money raised during this phase will be used to develop the needed infrastructure to support a major campaign: publications, bookkeeping and secretarial services, and travel for board members to approach CEO's of corporations and foundations.

We are a mighty group and we can succeed. When a letter comes asking you to donate, please give what you can. It would be powerful data to tell potential major donors in phase two that over 90 percent of the members of AAW support the professional development of women.

The Leaders project has had such a major impact on our community, junior, and technical colleges that we have all benefitted. When the Institute was founded, only 50 women were CEO's of our colleges. Today there are over 170 CEO's, and nearly half of them have been associated with the Leaders experience. Others have been boosted by those Leaders and AAW network. If we gave only for enlightened self-interest, this donation could reap benefits for our nation which will be astounding.

I look forward to seeing your name on a donation check and to publishing your name in our first-ever annual report next spring.

Joan Edwards
Vice President for Resource Development
Chair, AAWCJC Leaders Foundation

THE AAWCJC LEADERS FOUNDATION:
Facts, History, Scholarship and Fund Raising

FACTS

Since its inception as **"Leaders for the 80s"** in 1980, the National Institute for Leadership Development has had a dramatic influence on 2000 community college women. In 1981, when the program was beginning, only 50 women served as CEO's in community colleges. Ten years later in 1991, that number has tripled to 168, including 38 who came through the **Leaders** program. Furthermore, nearly half the community college women CEO'S have been in some way associated with the Institute. Many women have been promoted more than once.

These statistics of **Leaders** promoted the last 10 years bear witness to the effectiveness of the program:

187% ..... from '81
128% ..... from '82
101% ..... from '83
68% ..... from '84
69% ..... from '85
61% ..... from '86
35% ..... from '87
25% ..... from '88
13% ..... from '89
8% ..... from '90

HISTORY

The main idea of financial support for the **Leaders** program began with the actions of the Phoenix "class" in January, 1985. These women took the initiative and collected money to start a scholarship fund so that future participants could attend Institute programs.

A group of six (**Dr. J. Juechter, Judith G. Bulin, Dr. Mildred Bulpitt, Dr. Joan Edwards, Dr. Charles Green and Dr. Jacquelyn Belcher**) worked for several years to put together the basis of a foundation. With this groundwork, Dr. Jo-Ann Terry officially incorporated the Foundation in 1990, and the by-laws were officially adopted in November 1990. That same year, the advisory committee was transformed into a Foundation Board of Directors with additional members to number 25. Last December, a task force of community college professionals met in Washington, D.C., to develop extensive plans for the Foundation's initial campaign. The Foundation Board analyzed the recommendations of the task force in April 1991; also, tax-exempt status for the Foundation was finally achieved in 1991. Today this active Foundation Board is steering the Foundation toward a major fund raising campaign.

SCHOLARSHIPS

Foundation funds are already at work. In 1990 the first scholarship funding was given to the National Institute for Leadership Development to support participants who had to pay for the entire training personally. During that year a scholarship was provided to Marietta Scott of Sacramento City College.

In 1991 two scholarships were awarded to Signe Kastberg from Champlain College in Vermont and to Janie Noble from Wharton County Junior College in Texas. The Foundation is now seeking **YOUR** volunteer participation so that other women may have the same opportunity to become a part of the National Institute for Leadership Development.

FUND RAISING

The first fund-raising tasks of the Foundation are to obtain seed money for the Foundation office and then to launch a major fund-raising campaign for scholarships to Institute workshops. The Board estimates a minimum contribution of $50,000 from past and current Leaders and AAWCJC members to accomplish this task. The present cost of the week-long workshop is $795. If an endowment can be set up to provide $70,000 each year, the workshop costs can be reduced to $495 per participant; if $100,000/year, $350 per participant. Subsequently, these lower costs would open valuable leadership training to many more women.

The Foundation goal is 90% participation in this campaign. Gifts have ranged from $10 to $1,000. In fact, the first four donors have given a combined gift of $1,800.

Your support is needed.

Try to get 100% from your class.

Your class contribution could build another class.

AAWCJC LEADERS FOUNDATION BOARD (7/15/91)

Dr. Jacqueline Belcher '85
President
Minneapolis Community College
1501 Hennepin Avenue
Minneapolis, MN 55403
wk: (612) 341-7000
fax: (612) 341-7075

Ms. Constance M. Carroll 4/91
President
Saddleback College
28000 Marguerite Parkway
Mission Viejo, CA 92692
wk: (714) 582-4500

Dr. Carolyn DesJardins '89
Natl Instit for Leadership Development
Rio Salado Community College
640 North First Avenue
Phoenix, AZ 85003
wk: (602) 223-4290
fax: (602) 223-4144

Mr. Edward Dodd 10/91
Director of Development
Richmond Tech College
P.O. Box 1189
Hamlet, NC 28345
wk: (919) 582-7033
fax: (919) 582-7028

Ms. Rea Drennen 10/91
Director of Resource Development
Maricopa Community Colleges
3910 East Washington St.
Phoenix, AZ 85034
wk: (602) 731-8000
fax: (602) 392-3337

Dr. Joan Edwards '85/91
315 Falls Ave.
P.O. Box 1238
Twin Falls, ID 83303-1238
wk: (208) 733-9554 ext 242
fax: (208) 736-3014
hm: (208) 734-6799

Dr. Pamila Fisher '89
Vice Chancellor
Yosemite Community College District
P.O. Box 4065
Modesto, CA 95352
wk: (209) 575-6513
fax: (209) 575-6565

Dr. Charles Green '85
President
Houston Community College System
22 Waugh Drive
P.O. Box 7849
Houston, TX 77270
wk: (713) 868-0700
fax: (713) 869-5319

Dr. J. Juechter '85
904 Eagle Bay
Bronx Community College
Ossining, NY 10562
wk: (212) 220-6437
hm: (914) 941-5320

Dr. Augusta Kappner 4/91
President
Borough of Manhattan Comm College
199 Chambers St.
New York, NY 10007
(212) 618-1600

Dr. Barbara Keener 10/91
Dean of Academic Affairs for Community College Relations
University of Florida
239 Tigert Hall
Gainesville, FL 32611
wk: (904) 392-1308
fax: (904) 392-8735

Dr. John S. Keyser 4/91
President
Clackamas Community College
19600 S. Molalla Ave.
Oregon City, OR 97045
wk: (503) 657-6958 ext 401
fax: (503) 655-5153

Dr. Ron Kong 10/91
Chancellor
San Jose/Evergreen Comm College Dist
4750 San Felipe Rd.
San Jose, CA 95135-1599
wk: (408) 270-6402
fax: (408) 223-6341
hm: (415) 886-3499

Karen MacArthur 10/91
Executive Dir. of Fund Development
Delta College
University Center, MI 48710
wk: (517) 686-9225
fax: (517) 686-8736
hm: (517) 791-4843

Dr. Kay McClenney 10/91
Education Commission of the States
707 7th St., Suite 2700
Denver, CO 80202
(303) 299-3605

Dr. Anne E. Mulder 10/91
President
Lake Michigan College
2755 E. Napier Ave.
Benton Harbor, MI 49022-1899
wk: (616) 927-3571
fax: (616) 927-4801

Dr. Terry O'Banion 4/91
Executive Director
League for Innovation in Community Colleges
25431 Cabot Road, Suite 204
Laguna Hills, CA 92653
wk: (714) 855-0710

Dr. David R. Pierce, CEO 10/91
AACJC
One Dupont Circle NW
Suite 410
Washington, DC 22036
wk: (202) 728-0200
fax: (202) 833-2467

please see FOUNDATION BOARD, p. 5

FOUNDATION BOARD, from p. 4

Dr. Judith Redwine 10/91
Chancellor
East Central Indiana District
2325 Chester Blvd.
Richmond, IN 47374
wk: (317) 966-2666
fax: (317) 966-2656

Ms. Nancy Rosasco 4/91
Trustee
Yosemite Community College District
P. O. Box 4065
Modesto, CA 95352
wk: (209) 575-6508
fax: (209) 575-6516

Dr. Kay Sloan 10/91
President
Greenfield Community College
One College Drive
Greenfield, MA 013301
wk: (413) 774-3131
fax: (413) 773-5129

Dr. Leila Gonzales-Sullivan 10/91
President
Middlesex Community College
100 Training Hill Road
Middletown, CT 06457
wk: (203) 334-3001
fax: (202) 344-7488
hm: (202) 374-7757

Dr. Jo-Ann Terry '89-91
Vice President of Career Education
Henry Ford Community College
5101 Evergreen Rd.
Dearborn, MI 48128
wk: (313) 845-9607
fax: (313) 845-9658
hm: (313) 342-9386

Dr. Ray Taylor 4/91
Executive Director
ACCT
1740 N. Street N.W.
Washington, D.C. 20036
wk: (202) 775-4667
fax: (202) 223-1297

Dr. Linda Thor 4/91
President
Rio Salado Community College
640 N. First Avenue
Phoenix, AZ 85003
wk: (602) 223-4220
fax: (602) 223-4144

Dr. Sharon Yaap '89/91
Assistant Superintendent and Vice President, Academic Services
Rio Hondo Community College
Whittier, CA 90608
wk: (213) 908-3402
fax: (213) 699-7386

A special thanks to Enid Jones for allowing the reprinting of her work, *Women Chief Executive Officers in Community, Technical and Junior Colleges*.

WOMEN CHIEF EXECUTIVE OFFICERS IN COMMUNITY, TECH. AND JR. COLLEGES

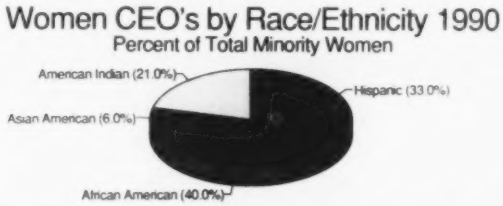
by Enid Jones, Director of Research
AACJC INDICATORS BRIEF

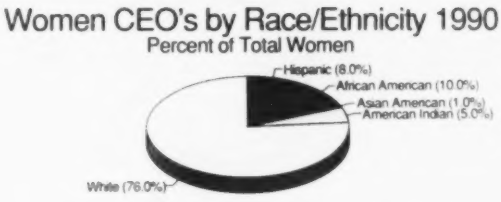
Recent reports on women in higher education stated that the number of women who serve as chief executive officers (CEO's) of American higher education institutions have more than doubled in the last 15 years, but the approximately 350 women presidents still represent only 11 percent of the total. AACJC decided to take a look at the situation in community, technical and junior colleges and we found that between 1975 and 1990 the number of women CEO's increased from 45 to 137 as more women headed campuses, colleges and state offices.

The response to a survey conducted by AACJC in August 1990 of the 50 state education offices provided the following data for women CEO's in the community, technical and junior colleges systems: Campus Directors 6, Presidents 113, Chancellors 5 and Provosts 11

This represents 11% of the total number of CEO's. Thus the percent of women CEO's in community colleges is the same as the national percent in American higher education.

Minorities CEO's represented 24% of the total (total of 33 minority). The composition of minority CEO's is presented in the charts below:





Source: AACJC 1990 Survey of Women CEO's in Community, Technical and Junior Colleges

In terms of salaries, median salaries did not differ greatly between men and women in four-year colleges. However, in the community colleges the salaries for women were lower in all three categories as can be seen in the following table:

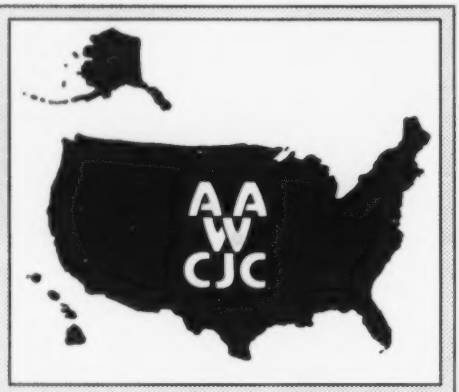
	Four-year Colleges		Community, Technical & Junior Colleges	
	M	F	M	F
CEO/system	$77,765	$82,688	$85,350	$75,600
CEO/single Institution	92,000	90,300	79,614	75,260
Executive Vice President	64,000	62,790	69,036	61,027

Sources: AACJC DATAFILE 1990, College and University Personnel Association, 1990-1991 Administrative Compensation Survey

NEWS OF THE REGIONS

If your regional news was not included, I did not receive it. I will include it in the next quarterly, so mail your submission to

DIANA COX
AMARILLO COLLEGE
BOX 447
AMARILLO TX 79178



Region IV
Submitted by ***Dr. Shirley Luckadoo***
Chapter
The AAWCJC chapter of Central Piedmont Community College sponsored a workshop for 144 CPCC faculty and staff on *The Seven Habits of Highly Effective People*. Wayne R. Bills, certified independent licensee of the Covey Leadership Center and president of Personal Effectiveness Institute in Winston-Salem, was the presenter.

Regional News
State coordinators for the Southeast Region include Dr. Pat Akers, North Carolina; Ruth Nicholson, Florida; Dr. Nancy Hoover, Kentucky; Dr. Larry Gay Reagan, Tennessee; and Dr. Rebecca McIntosh, South Carolina. Coordinators are still to be appointed for Georgia, Alabama, and Mississippi.
Goals set for each state include the following:
Tennessee—Assist Kentucky as a sister state; establish seven local chapters and hold at least one local meeting at each; host a fall conference; produce a newsletter; and conduct at least two local programs that focus on women during National Women's History Month in March.
Kentucky—Plan and host a one-day conference in March; travel to each community college for short leadership programs and information regarding AAWCJC; help establish a local chapter at Jefferson Community College; help establish Kentucky as a state section to be approved at the April Board meeting in Phoenix.
North Carolina—Assist Mississippi as a sister state; host a fall conference on Nov. 7; organize a Professional Excellence Program (PEP) for AAWCJC members; start six local chapters; conduct a third North Carolina Community College Leadership Program; plan a special spring "event"; name a North Carolina Community College Woman of the Year.
Florida—Assist Alabama as a sister state; assist in beginning campus chapters at Santa Fe Community College, Miami Dade Community College, and Okaloosa-Walton Community College; establish Florida as a state section; conduct three regional workshops; pursue grant funds for start up of a state leadership program.

This year's regional calendar of events includes
- North Carolina Community College Leadership Program
- Oct. 10, 1991, South Carolina State Conference, Midlands Community College, Columbia, South Carolina. Theme: "The Dynamics of Collaboration." Contact:Dr. Rebecca McIntosh (803) 223-8357.
- Oct. 24-25, 1991, Tennessee State Conference, Ramada Inn, Nashville, Tenn. Theme: "Promoting Creativity in Academe." Contact: Dr.Larry Gay Reagan (901) 528-6800.
- Nov. 7, 1991, North Carolina State Conference, Camp Caraway, Asheboro, NC. Theme: "Fostering Diversity: Obstacles or Opportunities." Contact: Dr. Pat Akers (704) 249-8186.
- Feb. 27-28, 1992 - Region IV Annual Conference, Theme: "Women Emerging as Catalysts for Change: Innovative Responses to Tomorrow's Challenges" - Hilton Inn, Hilton Head, SC. Contact person: Dr. Shirley Luckadoo (704) 342-6462.
- March, 1992 - Kentucky state conference. For exact date and details, contact Dr. Nancy Hoover (502) 584-0181.

Region V
Submitted by ***Lyla Chandy***
"Building Leaders Who Value Diversity" was the theme of the First Illinois American Association of Community and Junior Colleges conference held on Sept. 26 and 27. Two keynote speakers were Dr. Zelema Harris, President of Parkland College, and Dr. Carolyn DesJardins, Executive Director of the National Institute for Leadership Development. The conference was sponsored by the AAWCJC Chapter of College of Lake County and the Illinois AAWCJC.

Region VI
Submitted by ***Dr. Sue Pardue***
Next year's conference of the newly formed Texas chapter of AAWCJC will be hosted by the Houston Community College System. Dr. Maya Durnovo, newly elected president of the chapter, will serve as conference chair.

Region VII
Submitted by ***Mary Ellen Masterson***
Membership has reached an all-time high. In fact, the region received an award for meeting membership goals.
A regional event and an initial meeting to consider a college or metro college chapter were combined. On Oct. 11, AAWCJC and Johnson County Community College hosted a box lunch for the Helgesen teleconference and a discussion led by Sally Winship, Assistant Dean of Science, Health Care & Math Division, who is completing her dissertation on *An Analysis of Gender Difference in Position Paths of Community College Presidents*.
A breakfast at the Missouri Association of Community Colleges, Lake of the Ozarks, will be held Nov. 21, 22, and 23. Contact: Ann Brand (314) 595-4221.

Region X
Submitted by ***Kathy Small***
The Executive Board of AAWCJC-Washington held its annual retreat in Tacoma, WA on July 11 and 12, 1991. A review of last year's accomplishments, goal setting, and planning for 1991-1992 events were completed.
The Fall Conference for AAWCJC-Washington will be held at the Red Lion-SeaTac on Nov. 15, 1991. The conference theme is *The New Workforce*, and features Dr. Beverly Forbes as keynote speaker. Anyone interested in attending may contact Michele Foley at (206) 771-7423.
Six AAWCJC-Washington members attended the National Institute for Leadership Development session held in Eugene, OR in June.

BOOK REVIEW:

Hearts on Fire: Romance and Achievement in the Lives of Great Women

All of us involved in the promotion of women as leaders know that a constant dilemma for those women is the so-called "balancing" of roles. As women struggle to achieve their own self-actualization, they are beset by the expectations imposed by society, by their families, and even by themselves. Nowhere is this more evident than in their quest for romance and love that can exist simultaneously with achievement. Myths abound as to what women can reasonably expect to experience in their personal lives if they are highly committed to a profession, an art, or a cause.

Muriel James brilliantly shatters these myths in her latest book, *Hearts On Fire: Romance and Achievement in the Lives of Great Women*. A Transactional Analysis psychotherapist, perhaps best known for *Born To Win*, James approaches this subject in a clear, concise, and fun-to-read manner. She creates biographical sketches of thirty-three outstanding women. The reader gets a brief glimpse of the woman's life as a child, as an adult with significant career accomplishments, and of her experiences with love and romance. Since just about every choice is described, including a wide variety that result in positive outcomes, prevailing myths explode.

Perhaps equally important, the readers will feel connected to yet another aspect of women's history that generally has been ignored. I know I will never again see Margaret Mead, Georgia O'Keeffe, Catherine the Great, Beryl Markham, Golda Meir, Harriet Tubman, Mary Leakey, Karen Horney, or Marie Curie in quite the same way. My only regret is that I learned so much of this so late in my life.

You will both enjoy and benefit from *Hearts On Fire*. The women's stories are inspirational and encouraging. One or more of the examples undoubtedly will fit for you. You will be proud of women. And, you will know there is hope for romance in the lives of great, and even just good, women.

—by Dr. Pamila Fisher

GLASS CEILING RETARDS PROGRESS

by Caryl Rivers

(Editor's note: I recently read this article in the Dallas *Times Herald* and thought it valuable support of the views Sally Helgesen expressed in her speech at the AAWCJC Annual Breakfast, her teleconference, and her book *The Female Advantage*. Professor Rivers kindly agreed to allow me to use her article for the *AAWCJC Quarterly*. My thanks to her.)

It's official. The Glass Ceiling exists.

This is not news to a lot of people who have lumps from bumping against it, but now the Bush administration has certified that women and minorities have trouble moving up in corporate America. Secretary of Labor Lynn Martin recently announced the results of a government study showing that the roadblocks faced by women and members of minority groups are pervasive, not figments of some feminist imagination.

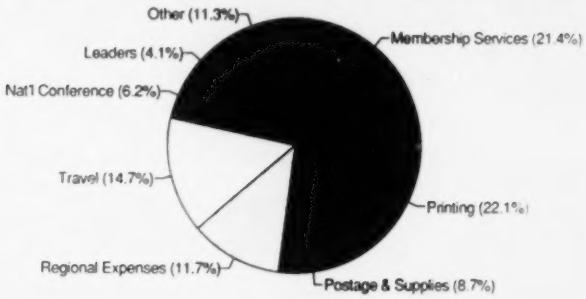
Now even a conservative administration has certified that the glass ceiling is as real as steel. What does this mean? If we smash the glass, it will create fairer treatment for some women, blacks and Latinos—which they deserve. But is more at stake? In fact, there's good evidence that letting new kinds of folks into the corridors of power will change the shape of the whole structure—and predictions that not doing so could harm the nation's competitive edge.

Women, in particular, bring new styles of management to the business world - at least when you get enough of them in an organization for what's been called a "critical mass." The first women - the tokens - often illustrate the Maggie Thatcher syndrome. They learn to play hardball harder than the boys and to succeed in a hierarchical structure that runs on male rules. But the second wave of women tries to rewrite the rules. The result can be a management style that is more personal, more democratic and more flexible - a style that may be most successful in the corporation of the future.

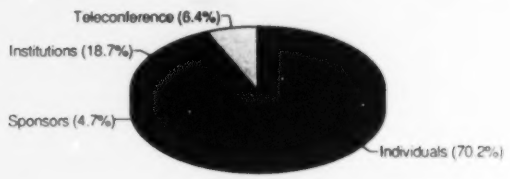
That's the conclusion of a study conducted by Judy B. Rosener of the University of California, Irvine and

please see GLASS CEILING, p. 9

AAWCJC Expenditure Budget 1990-91



AAWCJC Income Budget 1990-91



submitted by Dr. Nancy Eddy

A DAY IN THE LIFE OF A NON-TRADITIONAL STUDENT

by Judith Crowder

Editor's note:

In October 1990, Mrs. Crowder wrote in answer to the ad for publications in the *JOURNAL*. She enclosed this copy of her essay written for freshman college English and felt that it might encourage "another older woman to re-enter the world of education." A student at Central Wyoming College, she confessed:

"I could say I regret not returning to school years ago but that would not be quite true. I really did not have the desire, nor the any of the other requirements necessary to have done the job earlier. This seems the right time and right place in my life to make this move."

She requested that she did not want "my article changed in any way. It is written in my style and with my words and is just the way I want it in print, if it is to be published.... I appreciate your time and am still interested in learning more about your organization."

So, Judith, here's your chance in the publishing world. Thank you for interest in AAWCJC. It does us good to touch base with women like you who are just beginning.

When our oldest child started kindergarten in 1965, we began a tradition of taking pictures of each child on the first day of school every year. Over the years the snapshots made good picture essays of each child's growth and showed the many changes in looks, clothing styles, school supplies and lunch pails.

Excitement ran high in our household as the first day of this school year arrived. Our youngest child is Johanna. She is thirteen years old and is in the eighth grade at Wind River Junior High School. That first day she was all decked out in the new togs she had bought with money she herself had earned; and she was bubbling over with excitement as I took several picture of her.

When her father took her up to the bus stop she instructed him to be sure and remember to take pictures of Mom before she left for school. Bill gave a chuckle as he assured that he would not forget. Both of them were pretty proud that Mom was entering college that day.

Not too many women over fifty years of age decide to go to college full time thirty-five years after graduating from high school. I felt I had to. There were many reasons, but the one that was probably the deciding factor was my lack of marketable skills needed to re-enter the work force. I spent two weeks taking tests, filling out government and school forms, studying course offerings and schedules, getting orientated, and finally, being registered, all in preparation for this day.

There was no fear and not even any real nervousness as I arrived at the college. My big concern was how I was going to tote twenty-two pounds of books around from class to class most of the day, especially since I was under doctor's orders not to lift more than fifteen pounds because of a health problem. But, sometimes a person has no other options and forges ahead the best she can under the circumstances.

In today's automated office workplace, a job applicant has to know how to use a computer and/or a word processor before being hired. Having run into this problem in seven months of job-hunting I knew the first class I needed to take would have to be a computer-related one. The thought of having to learn how to use them scared me half to death. My first class was Computer Information Systems, but it turned out to be a lecture and not even in a computer lab, so I got a reprieve from being introduced to the actual monster.

I don't know the actual distance fromthe science building to the VoTech building but that first day of school, toting ail those books and having to make the trek in less than ten minutes, it seemed like at least half a mile. By the time I arrived at that building and reached out to open the door, I was dragging almost to my knees. I was already one minute late to class and I wasn't even in the building yet.

Suddenly, the door opened, almost against my face. A young gal (but when you're my age, they're all young) came rushing through the door, stopping scant inches in front of me. She smiled and asked if I was heading for Business Math. When I told her I was, she kindly informed me that it had been changed to Science #152.

Praise the Lord!! My biggest hurdle for every Monday, Wednesday and Friday had been eliminated. No more would I have to worry about trying to attend the middle one of three straight classes in a building half-a-mile away from the other two classes.

I turned around and slowly followed the gal back to the Science Building. When she entered the class, the instructor asked if there were any more students coming. The young gal informed her that there was an older woman coming but that she had to stop to hyperventilate. Actually, I had stopped, and it was to breathe. I finally made it to class, only about eleven minutes late. People were concerned that I was alright. I was, even if I was huffing and puffing; and I could laugh at myself as I visualized what must have gone through the other students' minds as they were told I was on my way.

Business Math introduced me to an actual computer. We were given a 10-Key Mastery disk and went to the computer lab where we were taught how to use it in a computer. You've heard of love at first sight. For me, it was love at first touch. That touch was enough to know I could easily become a computer addict if I had one available for my unlimited use.

The first day had an orientation class for my Intermediate Typing. Unfortunately, I thought two years of high school typing classes and thirty-five years of doing a lot of typing put me two steps ahead of the younger students who had little or no experience and I was good. Ha! Talk about being humbled. It didn't take two full minutes to take the wind out of my cocky sails. That new-fangled contraption with a Daisy wheel showed signs of becoming my nemesis. It's a surety that I quicklylearned a healthy respect for it.

"Lord, these searing pains in my back and shoulders and arms are killing me. Do you really want me to carry all these books? I can barely lift my arms to get my fingers on the typewriter keys. I've heard of the agony of defeat, but I'm supposedly winning and I'm in so much agony of pain. Could you please ease the pain a little? Forgive me, Lord, for complaining. You put me here and You will carry me through. I'm trusting You to keep me going - inch by inch, step by step."

Accounting! One of my favorite subjects. How well I remember it as Bookkeeping in high school. It was just one of the business courses that handsome and painfully shy 'Johnny Mack'

please see DAY IN LIFE, p. 9

GLASS CEILING, from p. 7

sponsored by the International Women's Forum. The study matched 400 men and women executives in comparable jobs; Rosener found that successful women tend to motivate their followers by sharing information and power - in contrast to their male counterparts, who relied more on the traditional organizational structure, with its rewards and punishments. The women execs practiced what Rosener calls "interactive leadership"—encouraging people who worked for them to participate in decisions and encouraging the development of self-esteem in others.

The old rules may be out of date in the new global village anyway. The Japanese have succeeded by encouraging power sharing and decision-making by workers—what might be called a "feminine" style. The "command and control" method may not be flexible enough to work anymore. Women execs, in fact, may be the pioneers of the new non-hierarchical workplace.

Madeleine Kunin, the former governor of Vermont, believes that women leaders do indeed challenge the conventional wisdom. "What is at first considered to be weak, such as including others in the decision-making process, may in fact, as we develop our own model, be strong. What is considered strong in leadership style —intimidation, keeping a distance from critics, talking instead of listening—may in fact be weak."

The glass ceiling may be "keeping the men's hut pure," as Carol Goldberg, president of Boston's AVCAR Group, puts it, but may also be keeping fresh ideas and new talent out of the American corporate hierarchy. Goldberg, who is working on a book on women in management as a Bunting Fellow at Radcliffe College at Harvard, notes that corporations are being influenced by women, but rarely do men admit it. "The boys love learning from us as long as we aren't too assertive," she says.

If women managers succeed with a more flexible, participatory style, male managers will find it easier to break out of the old command and control mode, which many men find confining as well. But if only white males are allowed at the top, corporations will be frozen in old styles by the sheer weight of "we've always done it that way!" When women's ways of managing are locked out of the tower, change is barred as well.

The glass ceiling, it seems, is more than a ceiling. It is a bell jar, which, clamped on American institutions, can kill not only the dreams of many talented individuals for advancement, but can suffocate new ideas, perceptions and ways of thinking that this nation so desperately needs. If corporations close the doors at the top to so many Americans, it may be slamming shut, as well, the dreams of American success in a changing world.

(Caryl Rivers, a professor of journalism at Boston University, is the author of ***Indecent Behavior***.)

Another successful teleconference sponsored by
The American Association of
Women in Community and Junior Colleges
and
Grossmont College
The *Sally Helgesen Teleconference*
reached over 100 downlinks, according to
Alma Smith, Teleconference Coordinator.
Announcement concerning the
spring teleconference is forthcoming.

DAY IN LIFE, from p. 8

taught. Nearly every one of the thirty-odd girls in high school took at least one class under him. Louise, Fannie Mae and I managed to take nearly every class he taught. For some unexplainable reason, thirty-five years had faded into a mist. It seemed only yesterday and I was opening my bookkeeping book. "Thanks, Johnny Mack. I feel at home in this class."

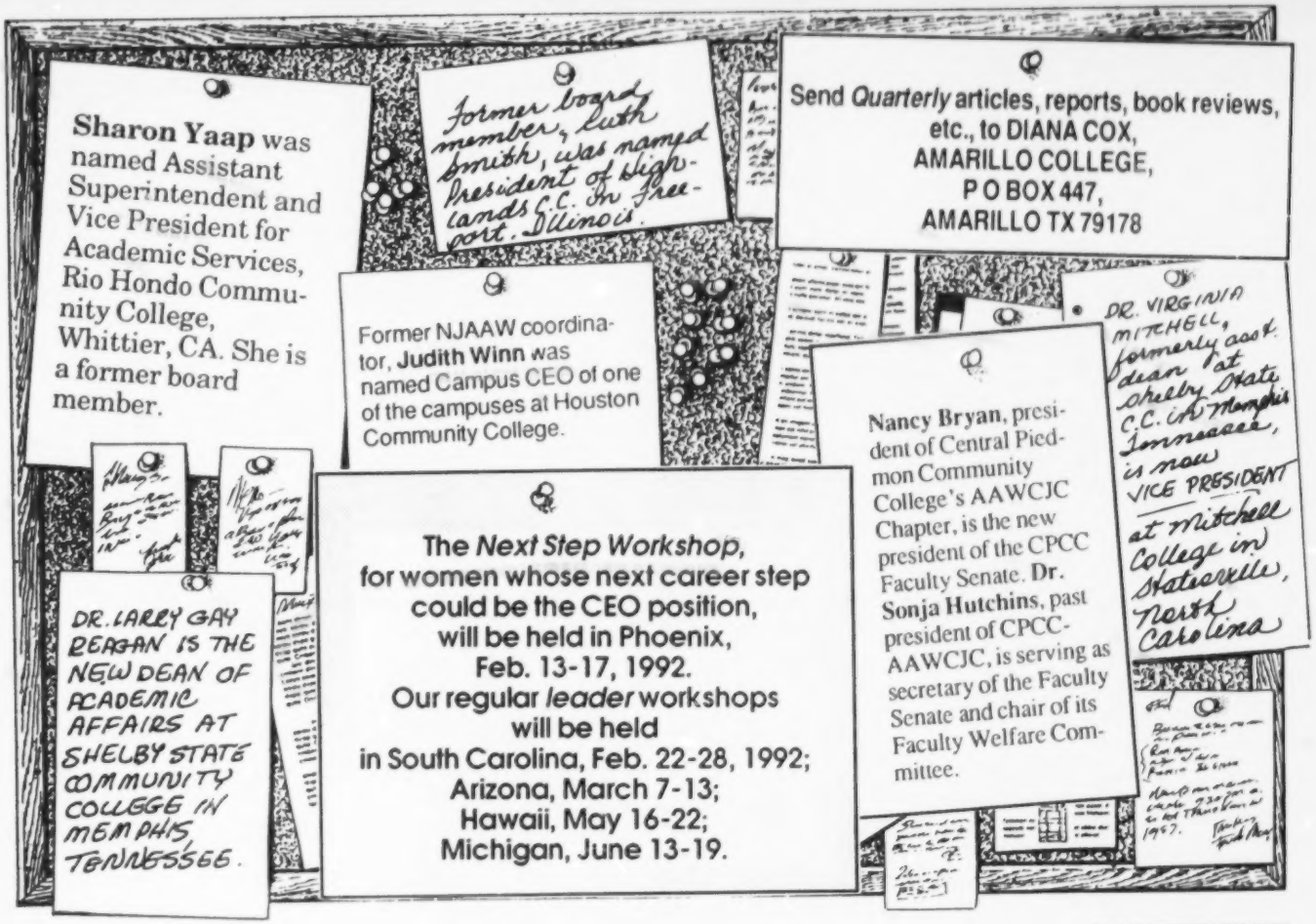
"Lord, even my brain aches. Information has been coming at me from every direction at about a hundred miles an hour. It's going around like a cement mixer. Or is my brain like a mass of scrambled eggs? I can't remember even one bit of information I've learned today- Wait a minute!! I do remember something! DOS! It means disk operating system. We'll use it a lot. Thanks."

Tuesday would bring Orientation to College class and English class but that day would be anti-climactic. It couldn't begin to compare with the FIRST day of school.

I could own adding a computer to my list of dreams. It would probably be an impossible dream, but who knows? Less than two months ago I had not even considered going to college, much less dreamed of the chance to go. Look at me now. I'm here and I'll never be the same again. For that matter, the college and people here will never be the same again since I've passed their way.

Each person leaves 'footprints' of interaction and relationships his or her whole lifetime. And even after death as I have experienced with my parents and my daughter, Kelly.

Yes, your life will be different because I was here and touched it. And mine will be different because you touched it and guided me toward higher and better goals.


Sharon Yaap was named Assistant Superintendent and Vice President for Academic Services, Rio Hondo Community College, Whittier, CA. She is a former board member.
Former board member, Ruth Smith, was named President of Highlands C.C. in Freeport, Illinois.
Send Quarterly articles, reports, book reviews, etc., to DIANA COX, AMARILLO COLLEGE, P O BOX 447, AMARILLO TX 79178
Former NJAAW coordinator, Judith Winn was named Campus CEO of one of the campuses at Houston Community College.
DR. VIRGINIA MITCHELL, formerly asst. dean at Shelby State C.C. in Memphis Tennessee, is now VICE PRESIDENT at Mitchell College in Statesville, North Carolina
Nancy Bryan, president of Central Piedmon Community College's AAWCJC Chapter, is the new president of the CPCC Faculty Senate. Dr. Sonja Hutchins, past president of CPCC-AAWCJC, is serving as secretary of the Faculty Senate and chair of its Faculty Welfare Committee.
The Next Step Workshop, for women whose next career step could be the CEO position, will be held in Phoenix, Feb. 13-17, 1992. Our regular leader workshops will be held in South Carolina, Feb. 22-28, 1992; Arizona, March 7-13; Hawaii, May 16-22; Michigan, June 13-19.
DR. LARRY GAY REAGAN IS THE NEW DEAN OF ACADEMIC AFFAIRS AT SHELBY STATE COMMUNITY COLLEGE IN MEMPHIS, TENNESSEE.

AAWCJC QUARTERLY
NATIONAL MAIL SERVICE
2907 N MAIN ST
ANDERSON SC 29621

Non-Profit Org.
U. S. Postage
PAID
Permit No. 48
Middletown, CT 06457

AMERICAN ASSOCIATION OF WOMEN IN COMMUNITY AND JUNIOR COLLEGES
A COUNCIL OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES

AAWCJC Quarterly

VOL. XVI NO. 2 WINTER 1991

Board sends Anita Hill letter of support

In the fall board meeting the AAWCJC Board of Directors voted unanimously to send a letter of support to Anita Hill in response to her ordeal during the Judiciary Committee hearing on the appointment of Clarence Thomas to the U. S. Supreme Court.

The letter "expressed admiration . . . for your courageous action" in demonstrating "the problem of sexual harassment of women in the workplace."

"Women, who now constitute a significant proportion of the American workforce, wish only to be treated as equals," said Dr. **Leila Gonzalez Sullivan**, President of AAWCJC.

Expressing a deep concern for the personal attacks on Professor Hill, "we (AAWCJC) are also fearful that these attacks may culminate in threats to your employment . . . . AAWCJC supports your right to continue to teach without fear of reprisal."

The letter concludes "On behalf of the hundreds of thousands of women students, staff, and faculty of community colleges, we thank you."

Copies were sent to President Richard Van Horn, University of Oklahoma, and Dean David Swank, University of Oklahoma Law Center. Q

Fall board meeting emphasizes plans to increase membership

The Board of Directors of AAWCJC met in conjunction with ACCT in Biloxi, Miss., on Oct. 17-18 at the Royal D'Iberville Hotel.

PRESIDENT'S REPORT

Appointments: **Barbara Viniar,** by special appointment of the president, joined the Board as Legislative Liaison. **Beverly Simone** has been appointed Liaison to AACJC.

Finance: Membership has had a slight decline. In "Proposed Chapter Finance/Installation, President **Leila Gonzalez Sullivan** proposed dues at $40, $30 to national and $10 to local chapters. Of the $30 national dues, $5 would be returned to regional directors up to $1,500 annually. Those regions collecting in excess of $1,500 would distribute their monies to smaller memberships in order to equalize division of monies. Those members not in local chapters should send dues directly to national. "We built this budget with beliefs and assumptions that local chapters have been serving the needs of college women and yet not recruiting women into membership." This additional money to local chapters will be a possible incentive to recruit members.

Chapters: The second proposal outlined the protocol to become a chapter, the responsibilities of the local chapter president and the installation ceremonies.

please see BOARD MEETING, p. 2

AACJC
72nd annual convention
EXPANDING THE VISION:
Leadership into the 21st Century
April 11-14, 1992
Phoenix, Arizona

Reservation deadline March 16, 1992
Phone (602) 991-5131

Invited Speakers: Henry Cisneros, former mayor of San Antonio
Lamar Alexander, Secretary of Education
Johnetta Cole, president, Spelman College

Final Session: Tribute to the Life, Work, and Vision of Martin Luther King, Jr.

AAWCJC Breakfast and Leaders Reception

BOARD MEETING, from p. 1

Public Policy Agenda: The 1991 Public Policy Agenda which outlined AACJC goals and areas of priority for the year was included as part of the president's report. AACJC listed these areas as (1) Minority Education Initiative, (2) Leadership Development, (3) Institutional Effectiveness, (4) Human Resource Development, (5) International/Intercultural Education, and (6) Federal Relations Priorities.

VICE PRESIDENTS' REPORTS:

Vice President for Membership **Virginia Lopez Hansen** reviewed quarterly due dates vs yearly due dates for new and renewed membership. She reported on (1) letters encouraging AAWCJC membership to all national leaders who are not AAWCJC members; (2) proposed chapter recognition (College of Lake County, Illinois, College of Sequoias, California, Glendale Community College, California); (3) promotional items; and (4) membership status.

Vice President for Professional Development **Pam Fisher** reported on (1) completed activities: 1991 AACJC convention, Helgesen teleconference, 1991 program theme for *Quarterly* and *Journal*; (2) ACCT convention activities: forum presenters, "Diversity Pursuit," and reception for Nancy Rosasco, ACCT President; (3) planned activities: spring teleconference, Phoenix AACJC convention including Forum, Breakfast, and Leaders Reception.

Vice President for Resource Development **Joan Edwards** reported on (1) AAWCJC Leaders Foundation Board Meeting, April 13, 1991, in Kansas City: board development, a grassroots annual fund drive, an endowment for NILD, and new donors; (2) the Annual Campaign Development Committee, June 18-30, 1991, in Phoenix: groups targeted for the drive to include NILD participants divided by year and location class, AAWCJC members, presidents who have sent Leaders, mentors and presenters, women presidents, and women trustees.

Vice President for Communications **Diana Cox** centered her report on (1) the transition of publications from President Sullivan to her, (2) some ideas for new columns in the *Quarterly*, and (3) her first publication date schedule for 1991 *Fall Quarterly*.

Vice President for Finance **Nancy Eddy** provided and discussed the 1991 budget.

SPECIAL REPORTS:

Special Reports submitted/presented for the meeting were

Past AACJC President — **Sharon Yaap**
AACJC Liaison — **Beverly Simone**
Leadership Development — **Carolyn Desjardins**
Legislative Liaison — **Barbara Viniar**

REGIONAL REPORTS:

Regional Reports submitted/presented for the meeting were **Luene Corwin**, Region I: Middlesex chapter installation; **Mary Louise Van Winkle**, Region II: Rockland chapter installation; **Gail James**, Region III: Catonville-Carrol Community College application; **Shirley Luckadoo**, Region IV: state coordinators meeting, schedule of planned events, chapter activities, and *Southwest Region Newsletter*; **Ruth Burgos Sasscer**, Region V: Illinois First State Conference; **Jackie Claunch**, Region VI: new Texas State Chapter of AAWCJC, *Texas Newsletter*, Dallas County Community Colleges new local chapter; **Mary Ellen Masterson**, Region VII: regional event for formation of college or metro chapter, networking luncheon for AAWCJC and guests at Kansas Association of Community Colleges; **Sally Conway-Griffin**, Region VIII: two Colorado meetings scheduled with Helgesen teleconference, plans for Denver, Wyoming, and Vail meetings; **Eula Dean**, Region IX: success of bi-annual conference and Helgesen teleconference; activities (Butte College, Los Rios, Fresno City College, College of Sequoias, Mesa/San Diego and Hawaii), colleges filing for chapter status (College of Sequoias, Glendale, Mt. San Antonio, Pima), luncheon cohosted by AAWCJC Region IX at 62nd Annual Community College League of California; **Kathy Small**, Region X: regional activities with Canadian chapters and Oregon, meetings with British Columbia, Oregon banquet for presidents of Oregon Community Colleges hosted by AAWCJC to increase recognition of women.

SPECIAL EVENTS:

Oct. 17, 1991, ACCT Presidents Reception, honoring ACCT President Nancy Rosasco.

Oct. 18, 1991, AAWCJC Model Program Award to Valencia Community College Women's Center, Orlando, Florida. Q

Nancy Rosasco receives 1991 President's Award at ACCT. Q

BOOK REVIEW: *Ivory Power: Sexual Harassment on Campus*

Michele A. Paludi, Editor • Reviewed by Estelle Miller

Over the past few years charges of sexual harassment have been levelled against our country's most venerable institutions. We have seen the finger point to our government, both local and national, old and established law firms, and major business organizations. Attention has been brought to bear on academia, and higher education in particular. *Ivory Power: Sexual Harassment on Campus*, edited by Dr. Michele A. Paludi, is reacting to the issues that many females in higher education can relate to. This country has just witnessed a national inquiry into charges of sexual harassment allegedly committed by a Supreme Court nominee. The cries for swift and meaningful changes in our work ethics and code of conduct in the workplace have now taken on broader issues.

The author, Professor Paludi, is a member of the Sexual Harassment Panel at Hunter College and its coordinator since 1988. She has brought together a distinguished panel of educators from the field of educational psychology to contribute to the knowledge base of sexual harassment in the higher education arena. The book is divided into five specific areas, each defining the issues and presenting the problems and research relating to each. Some of the areas include sexual harassment: Conceptual and Methodological Issues; Impact on Cognitive, Physical and Emotional Well-Being; Handling Complaints on Campus, and finally, a profile of an "average" harasser. There is a very thorough appendix to this volume which gives useful information to faculty and students alike.

The book begins with a clear definition of sexual harassment. It probes the related issues of racism and sexism and makes a powerful statement in one chapter that such harassment creates psychological havoc and "transforms women into victims and changes their lives." How does a woman in the academy cope with this form of sexual harassment? One chapter addresses the question of female student victims and goes on to present how these students label, accept and learn to cope with their experiences. The appendix is a wealth of information for any concerned faculty, committee, women's resource center or campus group. Ms. Paludi offers resources ranging from literature guides on sexual harassment to the training of faculty to become more sensitive to these important issues. The book provides one of the best scholarly works on this topic. It is written in a detailed and straightforward perspective for the lay person who has any relationship with higher education. The value of the book is in the attention it gives to the timely issues of harassment. Many universities are now mandated to have this information available for faculty and students. This book covers the topic sufficiently and adds breadth to our expanding knowledge of human interactions. To quote some panel members, "the university environment is one where all persons have the right to seek education in a harassment-free setting, and is one that can set guidelines for social change." *The Ivory Tower* sets the university apart from the common workplace and challenges us in the field of higher education to take a long look at where we are and where we want to go.

Estelle L. Miller is an Instructor and Counselor in the Department of Student Development at Kingsborough Community College, Brooklyn, New York.

Newly appointed AAWCJC standing committees

Membership	**Virginia Hansen**, Chairperson **Mary Louise Van Winkle** **Shirley Luckadoo** **Jackie Claunch**
Finance	**Nancy Eddy**, Chairperson **Jackie Claunch** **Leila Gonzalez Sullivan**
Communications	**Diana Cox**, Chairperson **Ruth Burgos Sasscer** **Mary Ellen Masterson** **Sally Conway Griffin**
Professional Development	**Pamila Fisher**, Chairperson **Barbara Viniar** **Eula Dean** **Ruth Burgos Sasscer** **Gail James**
Resource Development	**Joan Edwards**, Chairperson **Gail James**
Ad Hoc Committees:	
Legislative	**Barbara Viniar**, Chairperson **Luene Corwin** **Leila Gonzalez Sullivan**
Chapter Development	**Eula Dean**, Chairperson **Shirley Luckadoo** **Luene Corwin** **Kathy Small** **Mary Louise Van Winkle**
International / Intercultural	**Ruth Burgos Sasscer**, Chairperson **Gail James** **Kathy Small**
AAWCJC / NILD Relations	**Sharon Yaap**, Chairperson **Joan Edwards** **Leila Gonzalez Sullivan** **Nancy Eddy** **JoAnn Terry** **Gail James**

Satire chronicles women's 'inferiority'

"I like them fluffy, I know it's bad taste,
With fluffy, soft looks and a flower at the waist.
Not huffy, or stuffy, not tiny or tall,
But fluffy, just fluffy, with no brains at all."

Sir Alan Patrick Herbert wrote those words about women in 1927.

But a new book—*The 'Natural Inferiority' of Women: Outrageous Pronouncements by Misguided Males*— indicates the opinions he expressed have been passed along through 5,000 years of male chauvinist "his-story."

This warped collection of quotes, connected by a deadpan narration, is a labor of love and hate by Tama Starr. The new author, a business executive, says she views herself as a '90s version of Alice Kramden, the long-suffering wife of Ralph the bus driver on "The Honeymooners" TV show.

"PART ONE: EVIL IS WOMAN," bellows her table of contents.

Sampled chapter titles include: "Her Lesser Biology" (Chapter 2), "Unclean and Disgusting" (Chapter 3), "The Wise Man Will Avoid Them" (Chapter 6).

Further digression leads us through the dichotomies of Woman: by turns nymphomaniac, masochist, virtuous, sheep-like . . . .

"Eloquence in women shouldn't be praised; it is more fitting for them to lisp and stammer." (Martin Luther, 1538.)

"Feminists and all these radical gals - most of them are failures." (Rev. Jerry Falwell, 1989.)

Not everyone is amused.

"Some people say, 'It makes me so mad, I want to throw it across the room or stuff it down somebody's throat,'" Starr said.

"But being good humored about this stuff is really salubrious. If you stand outside something, you can point your finger at it and laugh."

Not all the passages are presented satirically. There are some gruesome quotes about killing or maiming women. Starr's research uncovered more violent quotes than any other kind; she omitted most.

The quote-collecting began in college 20 years ago. "I started finding all the religions had this extremely peculiar attitude about women."

After she finished the collection she found she couldn't give it away: "The consciousness of women's issues hadn't developed yet to the point of saying, 'Let's laugh at . . . narrow-mindedness.'"

Starr hopes the book might jar the still-unconscious into recognizing that "when they say wacky, weird things, they sound like Hitler or a twisted-up, masochistic saint."

And finally, she says, after we're all enlightened, "Let's all lighten up and end the war: no more battle of the sexes. Let's just be people." Q

Chauvinist Pigtalk

Here are some quotes collected in *The 'Natural Inferiority' of Women*, by Tama Starr:

"A woman's place is in the bedroom." (Ferdinand Marcos, 1986.)

"A woman is only a woman, but a good cigar is a smoke." (Rudyard Kipling, 1885.)

"I want to remind women that motherhood is the vocation of women . . . . It is the women's eternal vocation." (Pope John Paul II, 1979.)

"Man shall be trained for war, and woman for the recreation of the warrior: All else is folly." (Friedrich Nietzsche, 1883.)

"Women are hard enough to handle now, without giving them a gun." (Sen. Barry Goldwater, 1980.)

Reprinted with permission from the *Amarillo News Globe*, Sunday, November 10, 1991 Q

LEADERSHIP 2000

The Fourth Annual International Conference
on Leadership Development in Community Colleges
conducted by
the League for Innovation in the Community College
and the Community College Leadership Program,
the Department of Educational Administration,
College of Education, The University of Texas at Austin
with the support from the W. K. Kellogg Foundation

July 19-22, 1992
Chicago Marriott Hotel
Chicago, Illinois

FEATURED SPEAKERS
former **President Gerald Ford;**
Juliet V. Garcia, President, Texas Southmost College;
Robert H. McCabe, President, Miami-Dade Community College District;
Jerry Owens, President, Lakewood Community College;
Robert A. Gordon, President, Humber College of Applied Arts and Technology

CONFERENCE HOSTS
Moraine Valley Community College,
City Colleges of Chicago, College of DuPage,
College of Lake County, Joliet Junior College, Kankakee Community College,
McHenry County College, Oakton Community College,
Prairie State College, South Suburban College,
Triton College, Waubonsee Community College,
and William Raney Harper College

The purpose for the conference is to promote expansion, diversity, and effectiveness in community college leadership.

WINDS OF CHANGE

Congratulations to Joyce Bailey of Delta College for the striking NILD brochure *WINDS OF CHANGE*. Mine came with this letter; I offer it in the *Quarterly* as a sample for other fund raisers and as an example of a lifelong commitment of those women fortunate to have been part of the early Leaders. Each of us, like Sue Hackett, has special memories of our own Leaders experience, ones perhaps evoked by hers. Leaders offers warm reflections of the past and challenging visions of the future for not only women in community colleges, but women everywhere.

September 27, 1991

Dear 1984 Phoenix Leader:

Do you remember when, almost eight years ago, we gathered in a large circle and learned not only our nicknames, but began our journey filled with exploration, cooperation, and friendship: I especially remember our hilarious skits, our "wild" evening at the Western Steak House, and our moving closing ceremony when we all held hands and Natasha Josefowitz read her poem about helping each other. The Leaders program has helped all of us in many different ways. I have had the honor to be a presenter at four workshops and am now extremely excited to be helping Carolyn direct this year's program as part of my sabbatical.

Since its inception in 1980, over 2000 women have participated in the National Institute for Leadership Development (NILD). At the onset of the Leaders program, only 50 CEO positions were held by women in community colleges. Today, over 170 of these positions are held by women. Nearly half have been associated with the Leaders experience.

For several years, Leaders and AAWCJC members have generously supported the activities of the AAWCJC Leaders Foundation, and have made it possible for women to receive scholarships to attend the Leaders program.

In order to ensure the ongoing stability of NILD, to increase the number of scholarships, and to promote the professional development of activities of AAWCJC, the Foundation Board is entering a two-phase fund raising campaign. The goal is to create a major endowment.

The first phase involves **you**. Funds will be raised to support the infrastructure necessary for a major gifts campaign. In addition, we want to demonstrate that those who benefitted from this program believe in its value. A 90% participation will enhance our opportunity to receive corporate and foundation support, which is the second phase of the campaign.

We are a mighty group, and we can succeed! As your class agent, I am appealing to you for your support. My goal is 100% participation for the **1984 Phoenix class**!

Will you **PLEASE** read the enclosed brochure and send your contribution by November 15: I will be in touch with you to let you know how we're doing!

In order to foster commitment to our campaign, we have structured a recognition program for our donors. Rewards are now available to our class. We hope these will inspire you to take part in the campaign. They include the following:

- **FLAGSHIP STATUS**

Each class having 100% participation (all class members making a gift) will be honored at the awards ceremony at AAWCJC and mentioned in the annual report.

- **FIRST IN FLAGSHIP STATUS**

The first class having 100% participation will be honored at the awards ceremony and mentioned in the annual report. Each member will receive a specially engraved Flagship pin.

- **ADMIRAL CLASS STATUS**

The class having the largest total gift will be honored at the awards ceremony and mentioned in the annual report. Each member will receive a specially engraved Admiral Class pin.

If you are also an AAWCJC member, you will be eligible as an individual for the following awards:

- **BEACON DONORS**

The ten donors who give the largest gifts will be honored at an award ceremony at the AAWCJC business meeting at the AACJC conference in April, 1992, and their names will appear in the annual report.

- **SET SAIL DONORS**

The first ten donors to post their gifts will be honored at the award ceremony, and their names will appear in the annual report.

PLEASE help ensure the continued success of the Leaders Program and also help **OUR** class become recognized. Send your contribution as soon as possible.

Thank you for your support!

Sincerely,

Sue C. Hackett

Note of sympathy to Carolyn Desjardins, whose mother died in October.

AAWCJC REPORT

Leaders Foundation

THEY'RE OFF—
AND THE BETS ARE ON!!

People all over this country are putting their money on the AAWCJC Leaders Foundation to raise major support for women's professional development. A few greyhounds are already on the track, and the race horses across town are waiting for the gun.

The first donations from the NILD Leaders classes have begun to arrive, in fact $5,325 to date (10-28-91). If you have not as yet received a letter from your class agent, she may not have a current address for you. A list of class agents is included so you can contact her. The competition for the class who gives the most, the highest percentage of the class, and the quickest is shaping up to be close. We want to thank the class agents who have agreed to contact everyone in their Leaders group. They are:

	CLASS	AGENT
1981	Kansas City	Kay Henard
	Phoenix	Marijane Paulsen
	Pittsburgh	Linanne Sackett
1982	Dallas	Gail James
	Detroit	Elise Schneider
	Phoenix	Alice Letteney
1983	Boston	Martha Nesbitt
	Phoenix	*Gail Quick & Anne McNutt, Co-Agents
	Seattle	Sharon Yaap
1984	Florida	Jackie Taylor
	Kansas	Betty Chang
	Phoenix - Jan	Sue Hackett
	Phoenix - July	Betty B. Jones
1985	Chicago	Johanna H. Kobran
	Columbia	Barbara Bates
	Phoenix - Jan	Judith Goldstein Bulin
	Phoenix - July	Claire Gauntlett
1986	Ocean City	*Virginia Stahl & Brenda Vesprini, Co-agents
	Phoenix	Micky Mikolajczak
	San Antonio	Kathie O'Connell Hodge
	San Diego	Patricia Donohue
1987	Baltimore	Marietta M. Advincula
	Milwaukee	Judy Dresser
	Phoenix	Jacqueline (Jackie) I. Snyder
	Toronto	Elizabeth (Liz) A. Warren
1988	Amarillo	Adeline (Lynn) E. Fain
	Detroit	Carol Cross
	Kansas City	*Carol Kalmeta & Betty Jean Elliott, Co-Agents
	Pensacola	Barbara Ann Snow
1989	Albany	Dr. Lois Shofer
	Atlanta	Sherry Mercer
	Denver	Merna S. Saliman
	Portland	Larry Gay Reagan
1990	Cleveland	Joyce Anne Ricci
	Florida	Elaine A. Johnson
	Omaha	Isa N. Engleberg
	Phoenix	Diane Carol Lane
1991	Eugene	Marie M. Coon
	Hartford	Ruth Alice Nicholson
	Houston	Carol A. Brown
	Orlando	Candy Vancko

In the meantime, letters to all AAWCJC members are at the gate, and those to women trustees are being prepared. John Keyser has sent personal letters to all of the presidents who sent Leaders— a list that totalled 326 presidents!

Other groups are being targeted as well. Women presidents, mentors and presenters will also receive appeals. Financial information will be presented in a Spring Annual Report.

We do have a few leaders without current addresses. Their agents have tried to find them; now we could use your help. Please send the Foundation their current addresses if they are known. The AAWCJC Leaders address: PO Box 1238, College of Southern Idaho, Twin Falls, ID 83303-1238. The "lost leaders" are:

	CLASS	NAME
1981	Phoenix	Faith Lopez
		Debra Secord
		Bonnie Rogers

A big thank you goes out to those who have made their donation! Q

With community college connection:

Help needed to locate fictional characters

Do you know of any character in American fiction who is connected to a community college? Close to half of the undergraduates in the U.S. are in two-year schools, as are a high percentage of all college faculty. We rarely show up in fiction, however, including in movies or on television.

As part of her doctoral dissertation, *The Community College in American Fiction*, at Northern Illinois University, **Nancy LaPaglia** is searching for characters in American fiction who are connected to a community college. She would appreciate any leads or suggestions you have, however fleeting the mention of a two-year college connection. The attached questionnaire will give you some examples of what she is looking for. As you can see, this is not a situation where library research is very helpful.

Short Stories (Example: Norma Jean Moffitt in Bobbie Ann Mason's "Shiloh.")

Novels (Example: Several characters in Susan Fromberg Shaeffer's *Falling* and in Joyce Carol Oates' *Them*.)

Movies (Example: Susan Sarandon in *Bull Durham* teaches English at a community college.)

Television (Example: Marlo Thomas in *Nobody's Child*, April 1986. Marge Simpson of *The Simpsons* took a community college art class.)

Note: Please include approximate date & channel if possible.

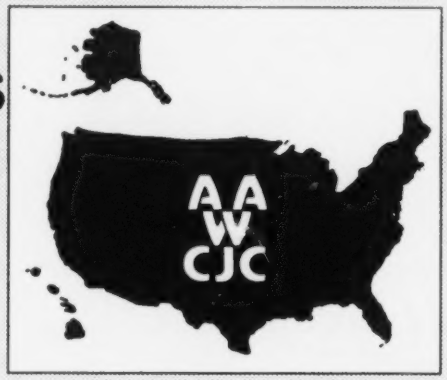
Theatre (Example: The sister in Lynn Siefert's *Little Egypt*.)

Comments?
Name:
Campus:
Nancy LaPaglia
5222 S. Kenwood
Chicago, IL 60615 Q

NEWS OF THE REGIONS

If your regional news was not included, I did not receive it. I will include it in the next quarterly, so mail your submission to

DIANA COX
AMARILLO COLLEGE
BOX 447
AMARILLO TX 79178



REGION I

Middlesex Community College chapter installation was held on Nov. 21, 1991. Chapter officers are **Shirley Greco**, President; **May Coryell**, Vice President; **Jeannine Coursen**, Secretary; **Alice Burstein**, Treasurer.

On Nov. 1, Region I held a half day meeting at Greenfield Community College, Greenfield, Mass. Speaker **Kathryn Bickford**, Certified Financial Planner, informed those present concerning the need for women to plan their retirements. Everyone was motivated to take an immediate active role in making preparations for an interesting, active, financially independent lifestyle after leaving academia. Bickford was representing the National Center for Women and Retirement Research, sponsored by Long Island University, NY. Terry McConnell of Manchester Community College arranged the program.

AAWCJC REGION STATE COORDINATORS have been named:

- *Connecticut* - **Mary Ellen Jukoski**, Mitchell College
- *Maine* - **Annee H. Tara**, Central Maine Tech College
- *Massachusetts* - **Jean Goodwin**, Holyoke Community College
- *New Hampshire* - **Elizabeth Noyes**, Dunlap Center, USNH
- *Rhode Island* - **Elizabeth Mancini**, CC of Rhode Island
- *Vermont* - **Mary Kay Kennedy**, Champlain College

City University of New York, Women's Leadership Project sponsored a workshop "Team Development and Professional Opportunities," on Nov. 22, 1991, Hunter College, Roosevelt House. Program and participants included Welcome - **Joan Sheridan**, Treasurer, Women's Leadership Project; SHARP!: Workshop on Team Development - **Ann Marie Sorrow**, Management Consultant, North Hampton, NH and **J. Juechter**, Executive Director, Women's Leadership Project, Bronx Community College; Women in TEAMS at CUNY - **Shirley Strum-Kenny**, President, Queens College, CUNY; and Professional Development Opportunities (panel and small group discussions) - **Barbara Viniar**, Rockland CC, Kellogg Foundation; **Judy Reitman**, Dean, Lehman College, Bryn Mawr Summer Program; **J. Juechter**, WLP, Bronx CC, High Impact Training; **Linda Hirsch**, Professor, Hostos CC, National Institute for Leadership Development; and **Maria Herencia**, Dean, Lehman College, Harvard Management Program.

REGION IV

The Annual Southeast Regional AAWCJC Conference will be held at the Hilton Inn at Hilton Head, SC, on Feb. 27-28, 1992. The theme will be "Women Emerging as Catalysts for Change: Innovative Approaches to Tomorrow's Challenges." Keynote speakers will include **Dr. Leila Gonzalez Sullivan**, President, Middlesex Community College, and President of AAWCJC; **Dr. Carolyn Desjardins**, Director, National Institute for Leadership Development; **Dr. Ruth Shaw**, President, Central Piedmont Community College; **Dr. Virginia Foxx**, President, Mayland Community College, **Dr. Sandra Sarantos**, Vice-President for Economic Development and Provost of Open Campus, Valencia Community College; and **Dr. Mary Dellamuro**, President, Trident Technical College. For further information contact **Dr. Shirley Luckadoo**, Central Piedmont Community College, P.O. Box 35009, Charlotte, NC 28235, telephone (704) 788-7955.

Valencia Community College's Women's Center, Orlando, FL, was recognized by the AAWCJC Board of Directors as a model community college program at the Oct. 18 board meeting in Biloxi, Mississippi. Dr. Paul Gianini, president of the college, accepted the award. The Valencia Program served an estimated 2,450 persons during the past year through four programs: Displaced Homemakers, Single Parent, Nontraditional Career and Awareness Training, and Continuing Education. The services offered through the center include assistance in making career changes and reentry to the work force; structured or computer-based career exploration programs; video and audio tapes collections on topics such as self-esteem, goal setting, overcoming obstacles, and managing stress; job market assistance for dislocated workers; educational advisement; scholarships; and professional networks and speakers for local women's groups. Director of the Center is **Vera Poitier**.

As a result of the hard work of **Ruth Nicholson**, Florida State Coordinator, and **Dr. Sandra Sarantos**, former Region IV director, the state of Florida now leads the southeast region with 175 AAW members. Three new chapters have been recognized in the state: Santa Fe Community College, Okaloosa-Walton Community College, and Daytona Beach Community College.

The North Carolina Chapter of AAWCJC hosted its fifth annual conference Thursday, Nov. 7, at the Caraway Conference Center, Asheboro. The theme was "Fostering Diversity: Opportunities and Challenges." The new officers for the North Carolina organization are **Dr. Patricia Akers**, president, Davidson County Community College, **Dr. Adeline Fain**, president-elect, Forsyth Technical Community College, **Katrina Miller**, secretary, Rowan-Cabarrus Community College, **Billie Meeks**, treasurer, Mitchell Community College; **Terry Shank**, public-relations director, Pitt Community College; **Billie Crawford Eure**, membership director, Sampson Community College.

NC-AAWCJC also began its third North Carolina Community College

please see REGIONS, p. 8

REGIONS, from p. 7___

Leadership Program with an orientation meeting at Camp Caraway on Nov. 6. Thirty-six participants representing 28 of North Carolina's community colleges were in attendance. The program, which is partially funded by a grant from the North Carolina Department of Community Colleges, has trained over 100 North Carolina leaders. **Dr. Susan Allred**, Forsyth Community College, and **Dr. Shirley Luckadoo**, Central Piedmont Community College, are co-directors of the program.

The Tennessee state section of AAWCJC held its fall conference Oct. 24 at the Ramada Inn Opryland in Nashville, Tenn. The theme for the conference was "Promoting Creativity in Academe." Presentations explored creativity in the classroom and in administration. Keynote speaker was **Bene Cox**, Executive Assistant to the President, Middle Tennessee State University. New officers include: **Dr. Larry Gay Reagan**, president; **Myra Fleishman**, vice-president; **Nancy Morris**, treasurer; **Sherry Russell**, secretary.

Dr. Nancy Hoover, Kentucky state coordinator, is planning Kentucky's first AAWCJC State Conference in Louisville on March 27. For further information, contact Dr. Hoover at Jefferson Community College, 109 E. Broadway, Louisville, KY 40201, telephone (502) 584-0181, ext. 123.

South Carolina AAWCJC hosted its annual conference Thursday, Oct. 10, at the Harbison Campus, Midlands Technical College. The theme for the day was "The Dynamics of Collaboration." **Dr. Nancy Dunlop** and **Ms. Diana Walters** were keynote presenters. Dr. Dunlop presented an overview of collaboration efforts at the State Department of Education and her views regarding their role in working among systems on a statewide basis. Ms. Walters explained how the Tech-Prep Business Education Consortium housed at Tri-County Tech has become a tool for collaboration efforts in multiple areas with school districts, local businesses, and industries. This program was recently named best in the nation by the U.S. Department of Education and AACJC. The chapter also presented a Certificate of Appreciation to **Dr. Ron Hampton**, President of Chesterfield-Marlboro Community College, for his support of SC-AAWCJC. New officers were elected: **Rebecca McIntosh**, President and State Coordinator, Piedmont Technical College; **Nancy Coleman**, President-Elect, Orangeburg-Calhoun Community College; **Frances Meyers**, Treasurer, Piedmont Technical College; **Easter Harrison**, Secretary, Piedmont Technical College.

ACHIEVEMENTS OF INDIVIDUAL MEMBERS; **Dr. Mary H. Dellamura** has been named president of Trident Technical College in Charleston, S. C. She is the first woman to hold the position and only the second woman to be named president of a technical college in South Carolina. Dellamura has served as interim president since December, 1990. She has been at the college since 1973 and has served as vice-president for Academic Affairs and in various other positions within the school.

Dr. Katie G. Dorsett, a trustee at Guilford Technical Community College and a member of the Guilford County Board of Commissioners, was honored as Outstanding North Carolina Community College Woman of the Year at NC-AAWCJC's Annual Conference. This award is given annually to honor a North Carolina Community College woman who has made significant contributions to the system and exhibits leadership characteristics worthy of emulation by other college staff, faculty, and administrators. Three other women were recognized for their contributions to the system and to their local colleges: **Eliza Frazier Bishop**, Dean of Arts and Sciences, Caldwell Community College and Technical Institute; **Dr. Jean S. Cashion**, business instructor at Wilkes Community College; and **Dr. Lois F. Denny**, Associate Dean of Technical/General Education at Sampson Community College.

REGION VII

A task force comprised of members from Johnson County Community College, Metropolitan Community College, Kansas City Kansas Community College, and Maple Woods Community College has been established to explore the possibility of starting an AAWCJC chapter for the Kansas City Metropolitan Area.

Dr. Richard Gilliland, president of Metropolitan Community College in Omaha, spoke on valuing diversity at the Grand Island, Hastings and Platte campuses on Oct. 8. Central Community College is participating in a grant project from the W. W. Kellogg Foundation to the American Association of Community and Junior Colleges directed by MCC.

Although most people tend to think of diversity in terms of gender and ethnicity, there are other forms, such as disability, age, culture, race and religion. Gilliland said that organizations wanting to promote diversity must have the support of the principle leadership, provide staff development for existing employees and make a commitment to hiring and promoting a variety of people.

REGION X

Washington State Section Conference, "The New Workforce," held a on Nov. 15, was attended by 170 women. Keynote speaker **Dr. Beverly Forbeson** addressed Transformational Leadership. Prior to the conference, 20 campus coordinators attended a workshop on how to promote membership and develop chapters at their institutions.

Washington is planning a spring conference to be held in May 1992.

Oregon will hold its conference "Building on Our Strengths: Women in Community Colleges," Dec. 5-6 at the Portland Marriott Hotel. Keynote topics include "The Yin and Yang of Leadership"; "Successful Transitions"; and "Politics Aside, My Experience with Leadership."

Washington will hold the 1992 Leadership Development Program in March. Applications may be obtained from **Michelle Foley** at Edmonds Community College and are due by Jan. 17. Q

Do you know what PPLP is? Ask a Region I participant in the fall conference held at Greenfield Community College!

Women administrators number six in only eight years at Holyoke; today, according to Dr. Elaine Ironfield, dean of Institutional Development, the number has increased to over 25 deans, division heads and directors. Q

GLASS CEILING: Women still on the outside

In recent weeks we have heard a great deal about the dismal prospects of the United States in the next century. Our high school students fare poorly in international competition. Their Scholastic Aptitude Test scores are dismal. Everything is getting soft, and the country is going to the bow-wows.

Maybe so, but a couple of reports from the U.S. Department of Labor suggest that not all is lost. American employers, for the most part, are overlooking a resource that could make a tremendous difference over the next 40 years. They are ignoring women. This is, when you think about it, a thoroughly dumb thing to do.

Last month's report on the "glass ceiling" in business and industry has been well-publicized. An earlier report by Clifford Adelman, "Women at Thirty-something," provides an abundance of facts to support the thesis. For a variety of reasons, well-qualified women tend to rise to a certain executive level - and there they stop.

The glass-ceiling study looked closely at nine Fortune 500 companies. These were scattered across the United States. They ranged in size from 8,000 employees to more than 300,000 employees, but they showed an identical pattern. With these companies, qualified women run into artificial barriers that prevent them from advancing to top positions in management.

Some of the barriers are organizational. Most top executive jobs are filled from within, and most promotions depend heavily on tenure. Typically, a high-ranking executive will have served 25 years with the company. Promotions also depend upon the nature of a candidate's experience: Work in sales or production counts for more than achievement in research or public relations.

Networking is a practice that works against women; this is the informal system by which top jobs result from word-of-mouth referrals. There is a network of old boys, but not of old girls. Many large corporations depend upon executive committees at lower levels of management; if women are not named to these committees, they lose the experience that goes into promotions and raises.

Other barriers are attitudinal. Sexual stereotypes persist. Justice William Brennan described them two years ago in the case of Ann B. Hopkins of Price Waterhouse. After five years with the company, her name was put up for promotion to partner. Thirteen of her evaluations were excellent; she had landed a fat contract for the firm, her work was outstanding, and so on.

But "on too many occasions Hopkins' aggressiveness apparently spilled over into abrasiveness." She was criticized for being brusque, profane, unduly harsh, difficult to work with; in sum, she was a "macho" woman. One partner was full of helpful advice: If she wanted to make partner, she should walk, talk and dress "more femininely," put on some makeup, get her hair done.

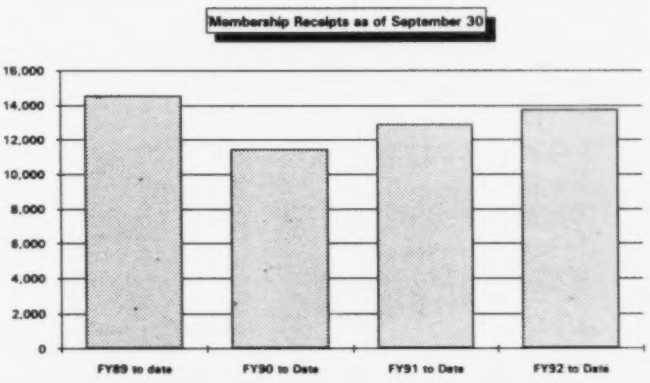
Justice Brennan saw catch-22. Under this intolerable and impermissible approach, women are "out of a job if they behave aggressively and out of a job if they don't."

Are women, as a class, less qualified? The Adelman study looked at the high school class of 1972 and followed graduates for 14 years. Both in high school and in college, women's academic performance was superior to men's. Women went on to college at the same rate as men; they won more scholarships, completed degrees faster and had higher grade-point averages. Their achievements in mathematics were notably higher than men's.

Why aren't these findings reflected in the executive suite? The defensive response of management is that in time, they will be reflected. Women will be brought increasingly into lower management levels, and will be pushed over the top. "Yeah," says the vice president of my own corporation, with a small note of weariness in her voice, "they've been saying that for years."

James J. Kilpatrick

My appreciation to syndicated columnist James J. Kilpatrick for sharing his perspective on the Glass Ceiling and for allowing me to reprint his recent newspaper article. Diana Cox Q



THE NEW WORKFORCE:

The able disabled; two community colleges at work

"A journey of a thousand miles starts with a single step."
—Chinese Proverb

Want to know about "an enriched educational experience" called **SINGLE STEP**? Then contact **Ann Price**, program secretary, (301) 285-9762, at Dundalk Community College, MD. Dundalk Community College, MD, provides **SINGLE STEP,** a flourishing program to enable the disabled.

SINGLE STEP is an academic/socialization program designed to reinforce and enhance basic academic skills and social experiences for students of all disability groups, including severely multi-handicapped.

The greatest strength of **SINGLE STEP** lies in its ability to provide a structured and supportive environment in which the student can grow, both academically and personally. The program is self-pacing which allows students to learn at their own rate. It is also individualized to ensure a comprehensive and realistic assessment of each student's strengths and capabilities within the limitations of his/her disability.

THE FUTURE FOR A **SINGLE STEP** STUDENT:

After leaving the program, **SINGLE STEP** students go on to many and varied experiences. Some enter college; others enter vocational training programs. Some pursue additional preparation prior to entering the workplace. Some return to the community, better for the experience. However, all students are, as much as possible, linked to additional and necessary community and professional services to ensure the students the opportunity to make use of the skills they have gained through the program.

Anyone with special needs can attend **SINGLE STEP**. If you or someone you know wants to move forward in their life experiences, get to know **SINGLE STEP** at DCC by calling Ann Price.

Frank Pinter, the director of **SINGLE STEP**, has been recognized locally and nationally for participation in many rehabilitation programs. His efforts with **SINGLE STEP** earned him a distinguished program award from the Maryland Association of Higher Education.

(Information from DCC **SINGLE STEP** brochure)

A second program referred to in NISOD publication *LINKAGES*, Fall 1991, Vol. 15, No. 1, is THE COMMUNITY MAINSTREAMING PROGRAM, Foothill College, CA, one that "offers an array of courses and services to help individuals with developmental disabilities build basic personal, vocational, and academic skills." CONTACT: **Rosemary Wiemer**, program coordinator, 415/949-7242. Q

Dr. Katie Dorsett, left, is presented a plaque from Valeria Collins as North Carolina's Woman of the Year. Collins is president of the North Carolina AAWCJC. Q

Valencia Community College:

Model program award given for women's center

For the third year in a row, the American Association of Women and Community Colleges has highlighted the Model Programs for Community College Women Award. This program is designed to recognize community colleges that have devised creative ways to serve women students, staff and/or community members. AAWCJC was pleased, at its fall board meeting in Biloxi, Mississippi, to recognize Valencia Community College Women's Center, Orlando, Florida, as the third recipient of the Model Programs Award.

The Valencia Community College Women's Center is dedicated to helping women gain self-confidence, explore new interests and acquire the skills, knowledge and credentials needed to enter or advance in careers, education, or community service. Their services are designed to provide a framework for personal or professional enrichment. These services include: assistance in making career changes and re-entry into the work force; structured or computer-based career exploration programs; video and audio collection on self-esteem, goal setting, overcoming obstacles and managing stress; job market assistance for dislocated workers; educational advisement; scholarships for re-entry women; professional networks and speakers for local women's programs.

Measures of success of the program included the numbers served: over 2400 each year. But other indicators, such as community awareness, referrals from satisfied students and requests for services from busi-

please see AWARD, p. 11

AWARD, from p. 10

nesses and agencies, also indicate the successful nature of the program. In addition, the program was given recognition by the U.S. Department of Labor's Women's Bureau and was selected for a site visit by that agency.

In particular, the use of networks by the program stands out as an innovative service and a creative way to articulate the program in the community. The Valencia Community College Women's Center has organized four major networks: (1) Women in Management Network, (2) Women Business Owners' Network, (3) Job Developers' Network, and (4) Black Professionals' Network. The Women in Management Network is for women who hope to advance in supervisory or management positions. They meet monthly to hear a motivational speaker, improve a management skill or address a topic of common concern. The Women Business Owners' Network is for anyone who owns their own business or is considering going into business. This monthly network also provides informative speakers and an opportunity to meet with other entrepreneurs. The Job Developers' Network provides a forum for those individuals who are employed as job developers in the Central Florida area. Monthly speakers may be from a major employer and discuss hiring trends, projections on future demands, or tips on the job hunting process. The Black Professionals' Network meets quarterly to address management skills, to network and to establish professional contacts throughout the community.

Sally Conway-Griffin, AAWCJC Regional VIII Director and coordinator of the Model Programs committee, in presenting the award talked about the comprehensiveness of the program, in addition to its creativeness. "The committee found this program to be creative, integrated, focused and well-articulated in the community that it serves." Q

Women's Center Award was recently presented to Valencia Community College. From left are Dr. Leila Gonzalez-Sullivan; Dr. Paul Gianini, Jr., president of VCC; Dr. Sally Conway-Griffin, and Dr. Shirley Luckadoo. Q

AAWCJC MEMBERSHIP AWARD

Largest increase in membership

1. **Region VI** **32%**
2. **Region III** **21%**
3. **Region VII** **15%**

Largest increase in institutional memberships

1. **Region VIII** **200%**
2. **Region II** **38%**
3. **Region V** **26%**

Highest number of individual memberships

1. **Region IX** **555**
2. **Region IV** **432**
3. **Region X** **346**

Increased in both individual and institutional memberships

1. **Region VI – 32% Ind. and 17% Inst.**
2. **Region I – 14% Ind. and 10% Inst.**

AAWCJC membership award winners from October 1991. "It's in the bag!"

BEST COPY AVAILABLE

ENDGAME: AAWCJC's diversity pursuit

by Pam Fisher

BACKGROUND:

For several years the American Association of Women in Community and Junior Colleges has placed a high priority on the value of diversity in our community colleges. In addition to a variety of forums, seminars, teleconferences and papers, we developed a "game" entitled "Diversity Pursuit." The game content, directions for playing, and suggestions for planning the game event were developed. Several national and state and presentations already have been made and were well received.

DIRECTIONS FOR PLAYING THE GAME:

1. Randomly divide the group into at least three, and no more than six groups.

2. After assigning each participant to a team, direct them to a specific area of the room where chairs are arranged in a circle and a large paper is taped to the wall.

3. Direct each team to select a spokesperson and a scorekeeper.

4. Determine which team will begin.

5. The team quickly selects its choice of category of questions:

   a. Historical
   b. Contemporary
   c. Customs

6. The M.C. places the transparency, with the question printed on it, onto the overhead projector, being sure to cover the bottom half of the transparency.

7. The reader at the head table reads the question out loud.

8. The team has 30 seconds to confer and consult. While they are doing this, the other teams should be doing the same thing in order to be prepared to respond. A timekeeper keeps them honest and blows a whistle, or rings a bell, when the time is up.

9. The team spokesperson states their answer and the judges decide if the answer is good enough (when it is not obvious).

10. If the answer is correct, the team receives a point and the game moves to the next team.

11. If the answer is incorrect, the next team attempts to answer, and so on, until it is answered or all teams have tried.

12. If no team is successful, the answer is shared and the next team gets a new question.

13. If a team successfully answers another team's question, they receive that point and get to select a new question.

14. In any disputes, the judges have the final say!

15. The M.C. and leaders still need to work to "move" the game as quickly as possible or interest will wane. This also is the reason for limiting the number of teams.

16. The M.C. should determine when time is running out and alert the group as to how many more questions will be asked.

17. Award prizes.

18. Present concluding remarks.

SUGGESTIONS FOR PLANNING AND CONCLUDING THE GAME:

1. Select staff needed to run the event:
   A. M.C.
   B. M.C. Assistant (keeps track of who's on next)
   C. Small Prizes
   D. Judges (2 or 3)
   E. Timekeeper
   F. Official Scorekeeper
2. Acquire these materials:
   A. Overhead projector and screen
   B. 6 large pieces of paper, pens, tape
   C. Small prizes (enough for all participants)
   D. Large prizes (one for each member of winning team)
   E. Head table with chairs for readers, judges, scorekeeper, and timekeeper
   F. Two to three microphones at head table
   G. Portable microphone for M.C.
   H. Noisemaker and watch for scorekeeper
   I. Arrange room with circles of chairs
   J. Timeframe can range from 60 to 90 minutes depending on size, interests, and needs of the group.
   K. Plan for a noisy event!

CONCLUSION:

We recommend you conclude your event with at least a few minutes devoted to reviewing what they learned, why the activity was valuable, and what is and/or should be happening with respect to this topic within your institution/agency. If this event is a part of a longer workshop or seminar, it is most useful to take a break and then return for a serious discussion of valuingdiversity.

This topic is a critical one to all our colleges and to AAWCJC. We hope you will credit AAWCJC as you present the game and that you will continue to work with us to achieve equity and excellence in community colleges.

For more information, and to share your experiences with the game, please contact

Dr. Pamila Fisher, Vice Chancellor
Yosemite Community College District
P.O. Box 4065, Modesto, CA 95352
(209) 575-6514

NOMINATION FORM
AAWCJC — MILDRED B. BULPITT
WOMAN OF THE YEAR AWARD FOR 1992

Complete and return this form by **MARCH 2, 1992** to: **Dr. Leila Gonzalez Sullivan**
Middlesex Community College
100 Training Hill Road
Middletown, CT 06457

No late submissions will be considered. Read qualifications and guidelines included on this form.

My nominee for the Mildred B. Bulpitt Woman of the Year is:

Name _____ Work Phone ( ) _____

Address _____
(Street) (City) (State) (Zip)

Position/Title _____

College _____

In accordance with the qualifications on this form, my nominating statement follows:

Nominated by (Member Name): _____

Address _____
(Street) (City) (State) (Zip)

Signature _____ Date _____

Confirming Attachments Enclosed: _____

Qualifications for Nominees:

1. **The Mildred B. Bulpitt Woman of the Year must be a living woman who has an outstanding record of service to women in the two-year college setting.**
2. **She should be a woman whose service to women in two-year colleges deserves national recognition as a role model for two-year college women throughout the country.**
3. She does not have to be a member of AAWCJC, but only AAWCJC members may submit nominations.
4. She should be actively engaged in work at, or service to, a two-year college.
5. AAWCJC Board members and former award recipients are ineligible.

Guidelines for Nominations:

1. Submit name, title, address, zip code and business telephone number of nominee on official entry form typed double-spaced or printed in ink. If additional space is required, please use 8½"x11" paper, one sheet only, and attach it to entry form.
2. Each nominating statement should detail clearly the nominee's accomplishments, how they are noteworthy and why she is deserving of the honor.
3. At least one clipping, and no more than four, appearing within the last five years, should accompany the nominating statement to confirm the nomination. Duplicated (xerox or similarly replicated) clippings are acceptable. (Business cards, scrapbooks or photograph albums cannot be considered.)
4. A complete resume of the nominee is required.
5. All entries will become the property of AAWCJC. (Please do not send any materials which must be returned.)
6. Entries will be judged not only on the merits of the nominee, but also on clarity of statement and adherence to required form.
7. Each AAWCJC member is entitled to submit one name as a candidate for the Mildred B. Bulpitt Woman of the Year.
8. All entries for Woman of the Year must be postmarked by **March 2, 1992.**

NOMINATION FORM

AAWCJC — 1992 PRESIDENTIAL AWARD FOR OUTSTANDING SERVICE AND SUPPORT OF AAWCJC

Complete and return this form by **MARCH 2, 1992** to: **Dr. Leila Gonzalez Sullivan**
Middlesex Community College
100 Training Hill Road
Middletown, CT 06457

No late submissions will be considered. Read qualifications and guidelines included on this form.

My nominee for the AAWCJC Presidential Award is:

Name _____

President of _____
(College, Institution Name)

Address _____
(Street) (City) (State) (Zip)

Work Phone ( ) _____

In accordance with the qualifications on this form, my nominating statement follows:

Nominated by (Member Name): _____

Address _____
(Street) (City) (State) (Zip)

Signature _____ Work Phone ( ) _____

Nominations must be made by an AAWCJC member and are due to the President by March 2, 1992. Members of the National AAWCJC Board of Directors wil assist the President in selecting the award winner. Plaque to be presented at the AACJC convention.

Qualifications:

She/he should have:

1. **Donated an exceptional amount of staff time to achieving AAWCJC goals and/or meeting organizational needs.**
2. **Actively sponsored and/or promoted AAWCJC philosophical issues that concern women.**
3. Absorbed organizational costs or provided space for AAWCJC activities.
4. Co-sponsored a major AAWCJC event.
5. Lobbied on behalf of AAWCJC and/or its goals (e.g., AACJC, other councils, legislators. etc.)
6. Housed and supported AAWCJC board meetings.
7. Campaigned to encourage other presidents to become institutional members of AAWCJC.

Nominees should meet at least five of the seven criteria. Details as to which criteria were met, as well as documentation, should be attached to this form

Guidelines:

1. Complete this form and submit it by **March 2, 1992,** along with supporting documents.
2. All materials become the property of AAWCJC. Please do not submit any materials that must be returned.
3. Each member of AAWCJC may submit one nominee.
4. Entries will be judged not only on the merit of the nominee but also on clarity of statement and adherence to requirements.

1992 AAWCJC January

Happy New Year !!!			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

1992 AAWCJC February

News to Quarterly						1
2	3	4	5	6	7	8
9	10	11	12	13	14	(15)
16	17	18	19	20	21	22
23	24	25	26	27	28	29

1992 AAWCJC March

1	(2)	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	Award Nominations Due			

1992 AAWCJC April

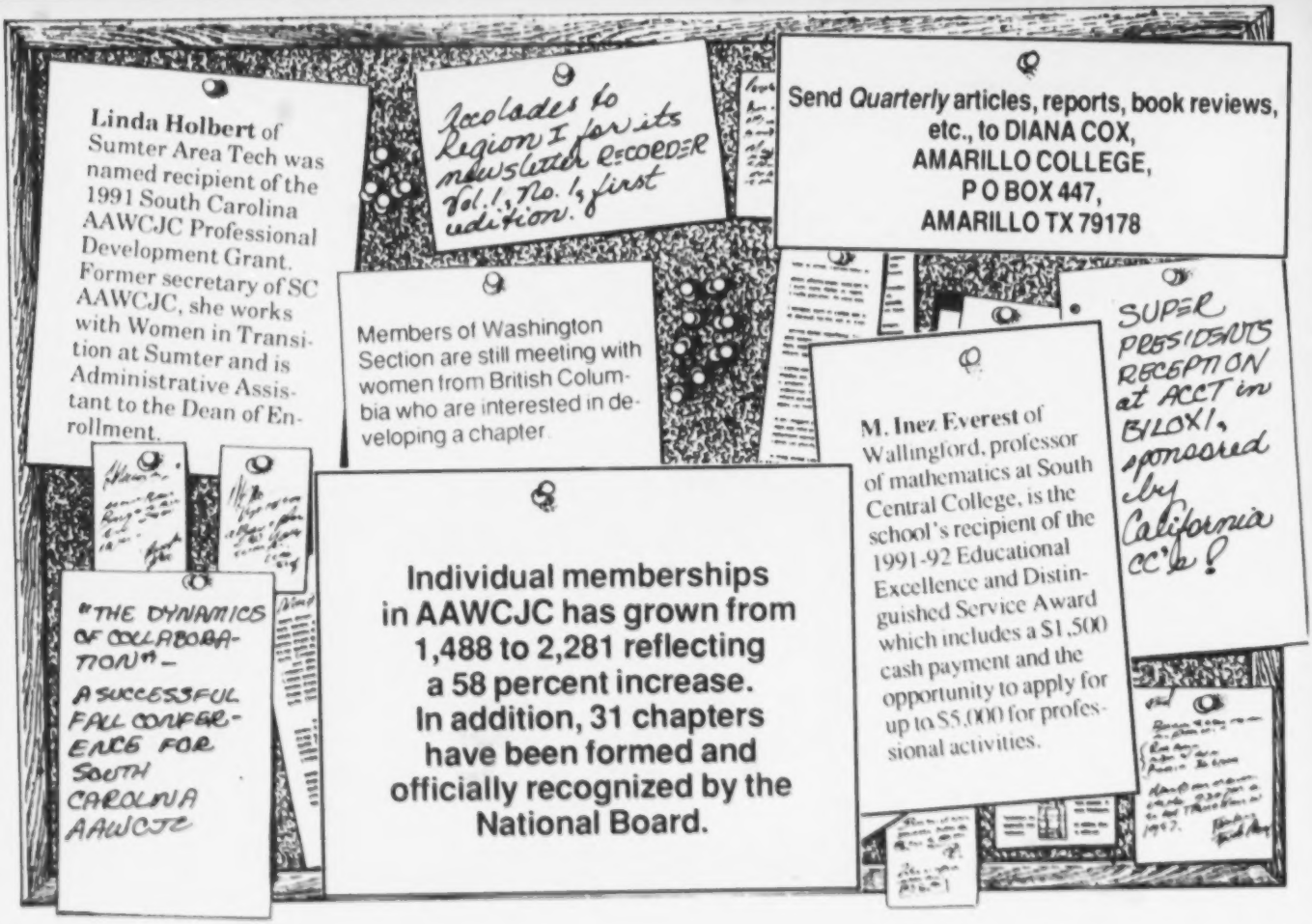
AACJC			1	2	3	4
5	6	7	8	9	10	(11)
(12)	(13)	(14)	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

1992 AAWCJC May

					1	2
3	4	5	6	7	8	9
10	11	12	13	14	(15)	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31		News to Quarterly				

1992 AAWCJC June

	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				


Linda Holbert of Sumter Area Tech was named recipient of the 1991 South Carolina AAWCJC Professional Development Grant. Former secretary of SC AAWCJC, she works with Women in Transition at Sumter and is Administrative Assistant to the Dean of Enrollment.
Accolades to Region I for its newsletter EXCEEDER Vol. 1, No. 1, first edition.
Send Quarterly articles, reports, book reviews, etc., to DIANA COX, AMARILLO COLLEGE, P O BOX 447, AMARILLO TX 79178
Members of Washington Section are still meeting with women from British Columbia who are interested in developing a chapter.
SUPER PRESIDENTS RECEPTION at ACCT in BILOXI, sponsored by California CC's!
M. Inez Everest of Wallingford, professor of mathematics at South Central College, is the school's recipient of the 1991-92 Educational Excellence and Distinguished Service Award which includes a $1,500 cash payment and the opportunity to apply for up to $5,000 for professional activities.
"THE DYNAMICS OF COLLABORATION" – A SUCCESSFUL FALL CONFERENCE FOR SOUTH CAROLINA AAWCJC
Individual memberships in AAWCJC has grown from 1,488 to 2,281 reflecting a 58 percent increase. In addition, 31 chapters have been formed and officially recognized by the National Board.

AAWCJC QUARTERLY
NATIONAL MAIL SERVICE
2907 N MAIN ST
ANDERSON SC 29621

Non-Profit Org.
U. S. Postage
PAID
Permit No. 48
Middletown, CT 06457

AMERICAN ASSOCIATION OF WOMEN IN COMMUNITY AND JUNIOR COLLEGES
A COUNCIL OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES

AAWCJC Quarterly

VOL. XVI NO. 3 SPRING 1992

Returning to roots stirs many memories

for Leila Gonzalez Sullivan

by Cliff Floyd, Midlands Technical College

It had a different name then. The campus consisted mainly of army barracks, and one class was even taught in a converted school bus. Now visitors are awed by the 85,000 square foot Academic Center, the showplace building for a college that is one of only 11 nationwide to be named an AACJC/Kellogg Beacon College by the American Association of Community and Junior Colleges.

Memories of Midlands Technical College, called Columbia Technical Education Center then, bring a smile to the face of Leila Gonzalez Sullivan. The national president of AAWCJC returned to Columbia, South Carolina, on Feb. 27, for a visit, 18 years after serving as director of MTC's developmental studies program.

The president of Middlesex Community College in Middletown, CT, Dr. Gonzalez Sullivan was in the state to speak to a Region IV Conference of AAWCJC at Hilton Head. "I get the opportunity to travel around and meet people, especially women on other college campuses," she said. "It seemed like such a perfect time to get back to Midlands and see what had happened in all these years."

Gonzalez Sullivan moved to Columbia from New York in 1970 when her husband took a job at the University of South Carolina Law School. "I came down with some doubts in my mind as to what on earth I had gotten into. I grew up in the North and didn't really know much about the South at all. But give me two days and I become a native again," she said.

A tour of the Midlands campus leaves her playing the "what if" game. She is reminded of the Robert Frost poem "The Road Not Taken." "This is the one I ended up not taking because of other circumstances in our lives that made us move," she said. "I've been looking around here at Midlands and saying, "What would it have been like to have stayed here at Midlands and to have brought my children up here rather than in New York?"

She described her four years at Midlands Technical College as the turning point of her career. Although she had previously taught at a small college, it was at Midlands that she began her first community college job. "This is where I first decided that community colleges were going to be it for me," she explained. "I've never wanted to be anywhere else since."

After leaving MTC, she and her family moved to Arkansas where she enrolled in a doctoral program. She held several jobs in New York and New Jersey community colleges before accepting the Middlesex presidency three years ago.

Located 20 minutes from Hartford, Middlesex has 3300 students in a traditional northeastern setting. Connecticut is in the process of merging its community and technical colleges. Gonzalez Sullivan says she hoped the college can provide the types of education needed to help students recover from lean economic times.

Prepared to meet the challenges Middlesex offers, President Gonzalez Sullivan credits MTC with fine-tuning her career track. "This is just an incredible opportunity to get back in touch with why I did all these things. When I left Midlands, it was clear to me that I wanted to stay in the two-year college field. It just struck a chord and from that time on, that is what I wanted to work in." Q

Sullivan interview featured in 'Women in Higher Education'

The March issue of *Women in Higher Education* featured an interview with AAWCJC President **Leila Gonzalez Sullivan** entitled "Community Colleges Are **the** Place to Be." She cited four basic skills for those in leadership roles: optimism, risk-taking, people skills, and the ability to see options as well as possibilities and opportunities. "Thirty years ago management books did not include people skills, but today they top the list."

In 1981 while at Passaic County Community College in Paterson, NJ, she became one of the first participants in what is now the National Institute for Leadership Development. "That was a turning point, when I set the goal of becoming a president." Four schools and four positions later, she is the president of Middlesex Community College, in Middletown, CT.

Recently a woman asked Dr. Sullivan what she did as president. Sullivan invited her to be a shadow for a week to find out. "We were up at the crack of dawn, ate fast food when we saw it, and she got the answer to her question." Q

When I visit your campuses, I'm always asked . . .

Like **Eula Dean**, many of us are asked "What can AAWCJC do for me?" In *Connection*, Region IX newsletter, Eula's response could be our own.

AAWCJC IS DESIGNED TO

- share the benefits of professional membership
- represent women at state and national levels
- sponsor national leadership conferences
- provide supplies, brochures, and information for national members
- sponsor conferences/workshops offering flex credits
- provide professional growth opportunities
- promote and support leadership roles
- disseminate professional publications
- offer CEO leadership training
- maintain a job bank
- sponsor telecasts
- network information and support
- link people with similar interests.

Eula ends with this statement:"I encourage you to share this with a friend and empower another woman to help change a nation." Q

12/18/91

Dear Leila and Members of AAWCJC –

An extremely belated but nonetheless sincere and heartfelt thank you to all of you for the wonderful reception you had for me in Biloxi. Going to Eastern Europe immediately following the convention, then coming home and going right to work really put me behind.

Serving as ACCT President was indeed an honor and a real privilege to be able to meet and work with so many dedicated and talented people. I truly enjoyed it all – and hopefully we made some strides during the year reflected in a more diversified and "working together" board – ready to launch into some new projects.

The trip to Europe was a tremendously interesting, fascinating, and educational experience. ACCT is looking forward to much follow-up work.

I hope you all have a wonderful holiday season –

My thanks to all of you –

Fondly,
Nancy Rosasco

For Your Information by Diana Hester Cox

Occasionally I have cross my desk in-house items that I want to share but hesitate to do so because this is an organizational newsletter. However, I feel that this research and its methodology are worth sharing and that you may want your institutions to do a similar study.

AN INFO-BRIEF

Amarillo College • Office of Institutional Research • prepared by Dr. Stanley Adelman

December, 1991 **Performance and Parenting** **Vol. IV, No. 3**

Recently I sat next to an area college student while returning to Amarillo. We talked about the difficulties she faced as a single parent of a four-year old as she juggled her family and college responsibilities. As a result of the conversation, I wondered how well single parents succeed at Amarillo College. The following tabulation attempts to address my concern.

	Total	#Terms Attended	Total SCH Earned	Average Load	SCH Completion Ratio	Cumulative Overall GPA	Cumulative Non-Remedial GPA	% with Overall GPA>= 2.00	% of Starters Completing	# of Terms Taken to Complete Program
Total	1062	3.5	22.49	8.55	.72	2.30	2.27	57.7%	8.2%	6.5
TYPE OF STUDENT										
Male no children	349	3.6	24.73	9.39	.70	2.25	2.23	52.1%	6.3%	6.4
Female no children	475	3.5	22.84	8.52	.73	2.31	2.28	58.5%	9.5%	6.7
Male married with children	86	3.2	17.66	7.42	.70	2.49	2.38	62.8%	2.3%	4.0
Female married with children	91	3.3	18.04	7.06	.73	2.34	2.28	65.9%	8.8%	7.1
Male single parent	9	3.3	17.1	7.62	.56	2.04	1.93	44.4%	11.1%	6.0
Female single parent	52	3.1	20.88	7.92	.77	2.39	2.36	67.3%	17.3%	5.9

Please disregard the performance of the male single parents, since there were only nine of them. With such a small number, the results are unreliable. Of the remaining groups, the female single parents were the most successful on three measures:

– the proportion of hours completed;
– the percent of the group with a GPA of 2.0 or better;
– the percent of the group which had graduated by summer, 1991.

Of these, the graduation statistic is probably the least important, since it is dependent on student intent, and a larger proportion of the female single parents than of the others may intend to graduate. The other two measures, however, are immune to such factors. They are valid indicators of overall student performance. And while the female single parents have only the second highest average GPA's, remember that the GPA as a measure ignores dropped courses, and that the **single women with children have the highest course completion rate of the groups**. Against formidable odds, these students are very successful.

Won't you please drop me a note with your interpretation?

You can drop Dr. Adelman a line at the following address:

Amarillo College
P. O. Box 447
Amarillo TX 79178

Sexual Assault on Campus Conference

Oct. 1-3, 1992
Twin Towers Hotel
Orlando, Fla.

AAAWCJC will again co-sponsor Sexual Assault on Campus Conference.

AAWCJC, with a coalition of other college and university organizations, is co-sponsoring the **Second International Conference on Sexual Assault on Campus**, Oct. 1-3, 1992, at the Twin Towers Hotel in Orlando, Fla.

The conference will address three themes:

- ✔ efforts to reduce the magnitude of sexual assault
- ✔ programs for meeting the needs of victims
- ✔ legal and enforcement issues concerning campus and governmental policies.

In addition to the plenary sessions, workshops, exhibits, panels, and papers supporting this theme, the conference will highlight dozens of noteworthy non-profit programs serving college campuses in the U.S. and Canada.

Co-chairing the conference are widely recognized authorities on sexual assault issues, **Dr. Bernice Sandler**, Center for Women Policy Studies, and **Dr. Alal McEvoy**, Professor of Sociology, Wittenberg University.

Because this year's attendance is expected to be near capacity, AAWCJC members who want to attend should register early.

Registration reservation fee is $50, refundable until Aug. 1.

Early registration fee – $275
On-site registration fee – $325
Registration can be done by

- ❑ phone 1-800/537-4903
- ❑ fax 1-813/778-6818
- ❑ mail Conference
  c/o Safe Schools Coalition
  P.O. Box 1338
  Holmes Beach, FL 34218-1338

Hotel reservations can be made by

- ❑ phone 1-800/327-2110
- ❑ fax 407/363-0106
- ❑ mail Twin Towers Hotel
  and Conference Center
  5780 Major Blvd.
  Orlando, FL 32819

GOOD NEWS!
Minority leaders fellowship program expands this fall

In response to the growth of the Minority Leaders Fellowship Program, The Washington Center will now offer the program three times per academic year, starting in the fall of 1992. A campus may concurrently nominate students for both the Summer and Fall 1992 MLFP Classes.

To contact The Washington Center's Minority Leaders Fellowship Program call: **Deborah Bailey**, Director 202/624-8000. Q

Upcoming Events

The 17th Annual Summer Institute for Higher Education Administration
June 28 through July 24, 1992
Bryn Mawr College
Curriculum: Academic Environment, Academic Governance, Institutional Environment, and Professional Development.
Contact Cynthia Secore, HERS, Mid-America, University of Denver (303)871-6866. Deadline April 6.

Can you help with anecdotes?

Dr. Susan Dion of Carneys Point, NJ, is developing a short book on maintaining a creative spirit through writing while homebound and ill. She has been awarded a Puffin Foundation grant to partially underwrite publishing costs. The Puffin Foundation encourages and promotes programs which offer "a dialogue between art and the lives of ordinary people." In 1990, the Foundation received 500 applications and awarded only 32 to individuals and organizations.

Dr. Dion is interested in including anecdotes from people whose productive lives were seriously disrupted by illness or injury for a year or more. If you or an associate were homebound due to poor health and found writing to be a beneficial outlet, please share your experience with her (letters, diaries, lists, journals, poetry, short stories, novels, non-fiction). Also she is looking for several people currently homebound and ill willing to work through some trial sections of the guide. She is particularly interested in people ranging in age from late teens to early 60s.

Dr. Dion taught and administered programs in community colleges for seven years. She also taught history and women's studies at the university level. However, she has been ill and limited since 1989. You can contact her at 432 Ives Avenue, Carnes Point, NJ 08069. Q

FEDERAL LEGISLATION: Update on Pell grants

Federal legislation continues on its debate on the reauthorization of the Higher Education Act. Of major concern to community colleges is Pell grants, the largest source of federal assistance to our students (more than $1 billion annually). The Senate bill, passed on February 21, 1992, increased the maximum Pell grant from $2,400 to $3,600. Due to dramatic increases in tuition and other educational costs, the actual value of Pell grants has declined significantly over the last decade. This increase is meant to offset that decline. The Senate bill also raised the standard of eligibility, from a maximum family income of $30,000 to $42,000, in an effort to assist middle class families.

However, making Pell grants an entitlement, which was a key priority for community colleges and the higher education community, was not passed by the Senate. Entitlements, like Social Security and Medicaid, are automatically fully funded and do not require yearly Congressional appropriations. Since 1979, Pell grants have been consistently underfunded. In 1991, the appropriated maximum grant accounted for only slightly more than two-thirds of the authorized maximum grant.

The Guaranteed Student Loan Program is an entitlement, which has contributed to the shift in the balance of financial aid from grants to loans (from 75% grants and 25% loans to 25% grants and 75% loans) in the last decade. Increased student indebtedness is a major national concern, and is often cited as a disincentive for graduates to enter service professions such as teaching and social work.

According to Senator Pell (New York *Times*, Feb. 21, 1992), the entitlement provision was removed by the Democrats to ease passage of the bill and in hopes that it will be restored by the House, where it is included in the reauthorization bill. (The House Bill would also raise the maximum grant to $4,500 in 1994-5). Republicans have come out against entitlements and President Bush has indicated he would veto any such measure. According to Senate Democrats, they would then have "another 'fairness' issue."

(Compiled with information from the AACJC and ACCT legislative staffs.) – by *Barbara Viniar* Q

Foundation campaign progressing well

by Dr. Joan Edwards

Halfway through the campaign, $21,279.20 has been raised as of Feb. 10, 1992. The first phase of the campaign was conducted by several people: by those identified as "class agents" of the various NILD or Leaders groups; by John Keyser, who sent appeals to presidents who had sponsored Leaders; by Nancy Rosasco, immediate past president of ACCT, who wrote to the women trustees of community colleges; and by Kay McClenney, who approached those who had been repeat presenters at NILD.

In the next phase, an appeal to AAWCJC members for support was sent in January. The letter was signed by those AAW Board members who are also on the Foundation. The Foundation's first annual report will detail those successes, along with the names of all donors. It will be sent mid-April to all AAW members, Leaders, sponsoring presidents, presenters, and donors.

Special thanks are owed to those who are assisting with this campaign. John Keyser, so far, has raised the most with his personal challenge to presidents to match his $100 personal donation. Of the 326 presidents receiving his appeal, 61 have responded. It might not be prudent to wait for the annual report to see that your president has sent $100 and you have forgotten to respond. The Foundation looks forward to evidence of your support of upward mobility for women.

If you know any of the class agents who participated, please add your voice of thanks to them for their efforts. Q

Ann Bowles, left, Spartanburg Methodist College, presents the Professional Development Grant to Linda Holbert, South Carolina AAWCJC. Q

Ethics crucial in community colleges

by Elaine Johnson

At this moment, as I contemplate trying to suggest how community college leaders might think about ethics, I am acutely mindful that on some occasions only fools rush in. Discussing ethics means running the risk of sounding pompous, self-righteous, and smug. Please be assured, however, that I am advocating no particular ethical code, nor am I offering definite answers to moral questions. To a consideration of ethics in the community college, I bring only the unalterable conviction that ethical deliberations are crucial to our well-being as individuals and as responsible members of society.

Surely as community college leaders we ought to be able to identify the principles of right conduct influencing our daily decisions–especially decisions we make at work. Every day we do make judgments of course that involve our values. When my car stands alone at the empty intersection in the morning darkness facing the red light, waiting is never an obvious choice. Just as I think about the rules that apply in such a case, so must I think about the ethical principles that on some occasions seem–or do not seem–to be guiding the community college where I work.

About ethics, leaders in a community college really need to ask two questions: What is the ethical code by which I as an individual aim to live? And does an ethical code guide the institution where I work? If such a code does not exist, then we need to think about whether or not some sort of principles of conduct should be instituted.

According to literally dozens of experts on organizational theory, institutions should be concerned with ethics. Not surprisingly, what they cannot agree upon is the nature of these ethical imperatives. One authority, Laura Nash, for instance, argues that firms should adopt the good puppy stance. Just as a puppy fulfills its social contract by "not soiling the carpet or biting the baby," so companies should "avoid perpetuating irretrievable social injury."[1] The company's moral obligations extend no further, however. These obligations do "not extend . . . to determining . . . what will improve the general social welfare."[2] Companies need not take the initiative to behave in a socially responsible manner, any more than puppies are expected to initiate constructive actions.

Unlike Nash, other organizational theorists apply human values, not puppy values, to the organization. Thus, for example, many promote integrity. They encourage integrity because integrity generates trust, and employees full of trust are dedicated employees. The enthusiasm of the trusting employee helps the organization's success.

This pragmatic motive for encouraging firms to adopt shared values is commonplace. Theorists encourage institutions to manufacture codes of ethics, systems of shared values, because shared values motivate employees to be dedicated workers. An ethical code furthers the firm's self-interest. What is problematic in such thinking is the implication that these values do not have to be true. They must merely be effective, inspiring employees to sacrifice themselves to achieve the organization's goals.

One wonders about such thinking. Is it possible that leaders should be encouraging those accountable to them to be discovering true values and embracing them precisely because they are true? Or should leaders be making up values and adopting them because they inspire loyalty, or trust? Recently I served on a committee asked to create rules of conduct for college administrators. What struck me about that endeavor was its frivolity. We clutched at precepts that sounded noble; we wondered if everyone would "like" these precepts; we hoped they would have a good effect on our often chaotic meetings, that they would "work." Perhaps what our committee should have done first was confront the question: Are there any objective values that all of us take for granted as self-evident truths? Are there values that guide each one of us, values that could serve equally well as rules of conduct for our college?

To some–very few probably–it may seem obvious the objective values do exist, and that individual values can easily translate into a true ethical code properly shared by a community college or company. Others undoubtedly find this notion unpalatable or at best profoundly disturbing. It is important at least to talk about this issue, though we will not be able to resolve it during this session. We need to examine and debate moral values, because, as Peter Drucker explains, only education in moral values, and commitment to moral values will enable people to live harmoniously and to act responsibly in the "knowledge" society. As leaders, we have to know what we are doing when we sit on committees to talk about ethics.[3]

Nihilists, as you know, hold that there are no objective values at all. Ethical truths do not exist. Svidrigailov in Dostoyevsky's *Crime and Punishment* is a nihilist. Amoral, indifferent, cynical, he would just as soon kill a man as boil water. "Good" and "evil" are not terms that apply to human behavior.

Relativists, very likely most people in today's society, argue that one person's notion of good or evil, of right and wrong, is entirely private and subjective. "What is true about my values need not be true about your values and probably is not." Relativists tell us that value judgments express "nothing more than individual likes or dislikes, desires or aversions. They are entirely subjective and relative to the individual who makes them."[4] "One man's meat is another's poison,"[5] relativists claim. "What is good for you may not be good for me." This is a recent attitude, and not–as many suppose today–an incontrovertible and self-evident truth.

Whether one is a nihilist or relativist, one denies that values have objective reality. No objective ethical truths exist to serve as the basis of human action.

If values have no objective reality because they do not

Please see ETHICS, p. 7

ETHICS, from p. 6

exist, as the nihilists contend, or because they are merely private and personal, as the relativists insist, then no true values are out there for everyone to hold in common. If no objective, true values are out there for all of us to acknowledge and embrace,that means leaders have no alternative but to fabricate ethical codes and impose them on employees. Furthermore, it means that employees have no fundamental reason to embrace these fabricated, company-made, ethical codes. The code is artificial, possessing no intrinsic worth. Why, then, subscribe to it? Presumably the fear of being fired or of being socially ostracized pressures one into conforming.

Surely this dilemma makes objective values seem attractive. Perhaps it would in some ways have been comfortable living in the Middle Ages when everyone agreed on fundamental principles, on the standards by which life should be lived. Energy in an organization would surely be amazing if one knew one's values were actually true, and that everyone else subscribed to the same principles. The relativists, however, explain that there is no reason to expect others to share our own values.

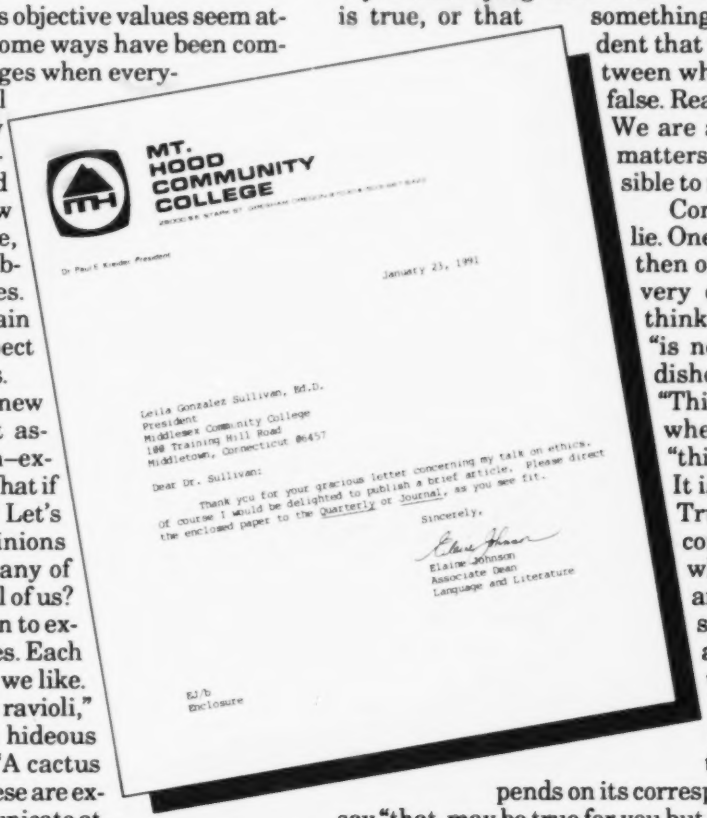
Since relativism is a fairly new stance, perhaps we need not assume it to be a sound position–extremely popular though it is. What if the relativists are mistaken? Let's examine the nature of the opinions we express every day. Could any of them be called true–true for all of us?

Every day we have occasion to express our tastes, our preferences. Each of us has opinions about what we like. We unabashedly assert: "I like ravioli," "I hate Wagner," "Green is a hideous color," "Rain depresses me," "A cactus makes an ugly decoration." These are expressions of taste. They communicate attitudes, emotions, feelings, temperament. They do not yield to reason. If someone tells you her favorite color is green, you cannot talk her out of that preference, no matter how much you despise green. "De gustibus non est disputandum." Let us not dispute matters of taste. Arguing about matters of taste is futile. We will never reach agreement. Nor should we want monstrous conformity in matters of taste.[6]

What is fascinating–what we need to notice–is that today value judgments are usually relegated to the realm of taste. Values are treated as expressions of preference: "I think stealing is exciting. Whatever works for you–go for it."

When I was a university professor in Canada, one of my colleagues borrowed a book from a highly respected scholar of English history. Between the pages of the book my colleague found stored a letter written by an eminent seventeenth- century political figure. He was exultant: "It's a beautiful letter–a wonderful letter. I'm keeping it. I can't bear to give it back, and it will never be missed. What a find!" He liked the letter and liked the idea of keeping the letter. So he kept it–no guilt, no remorse, just my friend expressing his tastes.

Expressions of taste, however, are not the same as matters of judgment. And it is easy upon reflection to see that values belong to the sphere of judgment. Matters of judgment are about the truth which reason helps to identify. To make judgments means asserting that something is true, or that something is false. We are confident that we can distinguish between what is true and what is false. Reason enables us to do so. We are also confident that on matters of judgment, it is possible to reach agreement.[7]



MT. HOOD COMMUNITY COLLEGE

Dr. Paul E. Kienker, President

January 23, 1991

Leila Gonzalez Sullivan, Ed.D.
President
Middlesex Community College
100 Training Hill Road
Middletown, Connecticut 06457

Dear Dr. Sullivan:

Thank you for your gracious letter concerning my talk on ethics. Of course I would be delighted to publish a brief article. Please direct the enclosed paper to the Quarterly or Journal, as you see fit.

Sincerely,

Elaine Johnson
Associate Dean
Language and Literature

EJ/b
Enclosure

Consider for example, the lie. One thinks something, and then one puts into words the very opposite of what one thinks. One puts "is" where "is not" belongs. Thus the dishonest salesman says, "This is 24 karat gold," when he should admit, "this is NOT 24 karat gold. It is really 10 karat gold." Truth in speech means a correspondence between what one <u>really</u> thinks and what one actually says. When what I <u>think</u> actually corresponds with what IS, then my thought is TRUE. Truth is reality. The truth of a statement depends on its correspondence to reality.[8] To say "that may be true for you but not for me" is therefore an erroneous statement.

The fish IS a salmon, or it is not. The sun is in the center of the universe, or it is not. During the 17th century, the poet John Donne endured having dead pigeons tied to his feet because his doctors thought this treatment would cure his terrible fever. Seventeenth century doctors also thought that chopping a live chicken in two and placing it on the chest would cure pneumonia. The truth about cures for fever and pneumonia has not changed. The truth has always been there for us to discover. Truth is objective, and we use our minds to locate it.

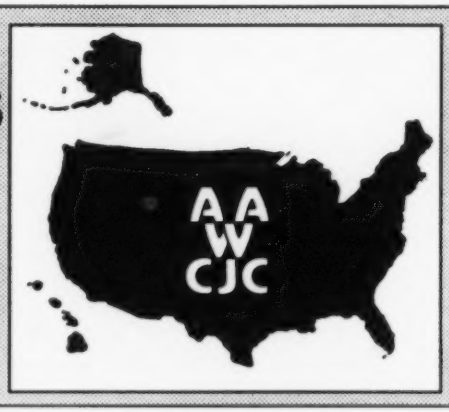
Sometimes finding the truth takes centuries, as our information changes and our knowledge increases. Sometimes the search seems cluttered with insurmountable barriers. What is the cure for AIDS, or Multiple Sclerosis?

Please see ETHICS, p. 11

NEWS OF THE REGIONS

If your regional news was not included, I did not receive it. I will include it in the next quarterly, so mail your submission to

DIANA COX
AMARILLO COLLEGE
BOX 447
AMARILLO TX 79178



REGION I

Luene Corwin, Region I Director, listed yearly objectives for her region in **Recorder**, the Fall/Winter 1991 issue.

"The first is to hold at least two regional and several state meetings . . . to acquire information on a specific topic and to meet other women who will become part of your network . . . . A second is to exchange information and ideas through a newsletter . . . . My third objective is the most challenging . . . to involve women from all areas of Region I in planning and implementing activities that will be meaningful to them."

Region I members are forming a talent bank of women and men interested in presenting lectures, seminars, or workshops on topics of interest to women in education, particularly those involved in two-year and technical colleges. Listings of resources will be included in the upcoming issues of the *Recorder*.

The Community College of Vermont reported 75 percent of its 4000 students are women; the majority of the college coordinators are women; the academic dean, three regional directors, the director of administrative services and registrar, the chair of the College Council, the business manager, the financial aid and personnel officer, and the director of institution advancement are female (from **Dona Welch** in "State of States," *Recorder I,I.*)

The Rhode Island Association of Women Deans marked its 10th anniversary noting an increase in membership from 20 to 150 in just a decade. The group is a state affiliate of the National Association of Women Deans, Administrators and Counselors.

At Holyoke Community College, the number of women administrators has grown from six only eight years ago to 25. Dr. Elaine Ironfield, dean of institutional development, "credits college President Dr. David M. Bartley with promoting equal opportunity for women."

On Jan. 31, the western half of Region I held a half-day meeting at Holyoke Community College. Terry McConnell, Professor of Business at Manchester Community College, CT, and a Certified Financial Planner, provided information on sensible investing for women educators.

On March 27 in Manchester, NH, a repeat workshop was held with Kathryn Bickford, Certified Financial Planner, who spoke on retirement planning.

Region I spring meeting will be on Thursday evening and Friday, April 23-24. The theme will be "Women in the Workforce:Women as Managers;" featured speakers are **Dr. Leila Gonzalez Sullivan** and **Dr. Toby Tamarkin**.

The first ever ELMS (Educational Leadership and Management Seminar) for Region I will be held at Mercy Center on Long Island Sound in Madison, CT. Topics will include improving awareness of political climates, learning to lead, budgeting, networking and mentoring. Applications for ELMS will be available in May through Marcia Barboza (203) 647-6191.

REGION IV

The fourth annual conference for the Texas Community College Women Educators Association, the Texas Chapter of AAWCJC, held its fourth annual conference in Houston, Texas, on April 2-3. Conference Chair was **Marcia Hardney**. The program addressed "Parity 2000 and why we need to work together," "Administration from a woman's point of view," "Successful leaders: where they have been, where they are now, and where they are going," "Implementing a Quality Management," "Women on the Move to Wellness," "The Tupperware Party: Not Stacking Neatly." Southwestern Bell continued support for the third year by underwriting the conference luncheon. **Mary Scott Nabors**, Texas Employment Commissioner, was luncheon keynoter. Preconference session was "Innovative Uses of Technology."

Temple Junior College has a new local chapter of AAWCJC. The 11-member group elected officers: President **Sandra Creech**, VP **Gwen Hauk**, Secretary **Margaret Hackett**, and Treasurer **Sue Franklin.** Their plans include an Award for Women's Leadership, an award to the Outstanding Woman Student, a graduation tea for all women graduates, and a welcome back program for all women students in the fall.

Women in the Dallas County Community College District formed a local chapter of AAWCJC. Officers elected are President **Corina Gardea**, VP for Professional Development **Mary Osentowski**, VP for Membership **Suzanne LaChey**, VP for Communication **Diane Graifemberg**, and VP for Special Projects **Gloria Enriquez**.

The San Jacinto Chapter of AAWCJC is offering a $300 scholar-

Please see REGIONS, p. 9

REGIONS, from p. 8___

ship yearly to the outstanding woman student. The selection is based on an essay focusing on topics of concern to women.

Jackie Claunch, Dean of Instruction, Richland College, and Region VI Director for AAWCJC, was recognized at fall AAWCJC board meeting for having the largest percentage increase in membership for April-Oct. 1991.

The Texas Legislature had mandated recruitment of women in the higher education positions in Texas, according to Jo Farrar in *Women on the Move*, Texas AAWCJC newsletter.

REGION V

Tow College of Lake County Administrators, **Minnie J. Hysaw** (Wildwood), assistant personnel director/affirmative actionofficer, and **Betty J. Robertson** (Zion), assistant at Lakeshore Campus, have been chosen to participate in the National Institute for Leadership Development. These two women were chosen for their talents, interests in advancement in higher education and the quality of their proposed projects. Hysaw has a doctoral degree in higher education administration from Southern Illinois University at Carbondale and Robertson has a master of science education administration degree from Northern Illinois University and a master of arts degree from Webster University.

REGION VII

The October '92 meeting of the Kansas Association of Community Colleges, AAWCJC will again have a luncheon and speaker. We encourage everyone in the region to join. For more information contact **Beverly Settle**, Labette Community College, 200 S 14th Street, Parsons, KS 67357 (316) 421-6700 or **Mary Ellen Masterson**, Johnson County Community College, 12345 College Blvd., OverlandPark, KS 66210 (913) 469-3870.

Six women from different community colleges in the metropolitan area met to begin plans for forming a metropolitan wide chapter of AAWCJC. Potential members will be invited to a wine and cheese party in April. There seems little doubt that a new chapter will result.

REGION IX

The 1993 Biennial Conference will be held in June in the Reno/Lake Tahoe area.

The 62nd annual CCLC was held in Santa Clara in November. Featured speaker **Aileen C. Hernandez** recalled the historical factors of women's contributions to American society. Ms. Hernandez was appointed by President Lyndon Johnson as the only woman member of the first United States Equal Employment Opportunity Commission.

Leaders participants from Arizona(6), California(15), and Hawaii(2) total 23 for the year. These women from 22 different institutions join the 160-200 women attending the four annual NILD workshops.

Region IX will be part of The British/California Women's Leaders Work Shadow Exchange on April 6-10. "The purpose of the exchange is to reap the benefits of studying the similarities and differences in the two educational systems and establishing a network of women leaders across the two systems." **Sharon Yaap** will be at Bury Metropolitan College and **Virginia Hansen** will be at Blackburn College. Others participating are **Norma Hernandez, Julie Slark, Dianne Van Hook, Dorothy Bray, Susan Colter, Grace Mitchell, Volza Arnold, Robbie Bos, Linda Umbdenstock, Carolyn Russell** and **Susan Obler.**

Eula Dean, Region IX Director, reports that the ninth annual Leadership Skills Seminar held at the Asilomar Conference Grounds in Pacific Grove, CA, Feb. 2-7, was a great success. "The highlight was the sharing and support which participants, presenters and committee members provided one another." Serving on the committee were **Diana Carey, Dean, Lurelean Gaines, Virginia Lopez Hansen** and **Noelia Vela**. **Pam Fisher**, assisted by **Sandi Rebeiro**, was conference chair. Next year's event (Feb. 7-10, 1993) will be a 10-year reunion open to all previous participants.

Butte Community College, using part of the national agenda–women's safety and health issues, hosted a class in self-defense, a lecture by the chief of campus security, and a seminar on health issues. Social this year was a "shop 'til you drop" bus trip to San Francisco.

Coast Community College District meets four times a year. This year's program included a financial planner, board of trustees President **Judith Valles** and KOCE TV Director of Community Relations **Josephine Caines**, Assessment Director **Pat Cook**, and GWC professor **Dr. Alma Cook**.

The historic Waioli Tea Room was the site for Hawaii's fall meeting and a two hour workshop on journal writing by **Dr. Joanne Cooper**. Spring meeting focused on women's health issues and included a three-hour workout and lecture followed by hot showers and fine dining, according to **Dr. Doric Little**.

Modesto Junior College held monthly luncheon meetings featuring topics such as effective leadership and sexual harassment. Their annual fund raiser provided funds for scholarships for two students.

Mt. San Antonio College Chapter has raised funds for four $100 scholarships for members attending school to upgrade their skills and $100 to a campus member in need of assistance. Monthly meeting topics range from Women of the Middle East to Landscaping for the Drought and Water Conservation.

San Diego/Imperial area featured **Elizabeth Keeler** and **Sara**

Please see REGIONS, p. 10

REGIONS, from p. 9

Megling as seminar speakers on handling harassment. Keynoter for the event was **Christina Dyer. Jein Niewenhous Montenegro** beginning her retirement, was honored for her years of service to AAWCJC.

South Coast area held its spring conference on April 3 and featured **Dr. Carolyn Desjardins** and **Dr. Yolanda Moses**. The theme of the conference was "Women Hold Up Half the Sky: Igniting Our Lives."

REGION X

Washington

An annual State Leaders Training Program was held on March 26-27 at Renton, Wash. Fifteen women participated in the two-day workshop designed to provide professional skill-building and mentoring for women in the technical and community college system.

Nominees are being sought for Washington State Section executive board offices. Elections for Vice Presidents of Professional Development, Intercollege Relations, and Communications will be held at the annual meeting May 1, 1992. the conference theme is "'Maximize Your Resources." Call **Tika Essler** at Seattle Central Community College for information.

Oregon

The fifth annual Oregon AAWCJC conference held this past December generated excitement as it reflected the tremendous development of this state's chapter. A record setting 190 women attended the two-day conference in Portland which focused on the theme "Building on Our Strengths." Keynote sessions included a candid interview with **Norma Paulus**, State Superintendent of Instruction, former legislator, and Secretary of State; and an examination of ethics and leadership presented by **Dr. Elaine Johnson** of Mt. Hood Community College.

The traditional networking reception and banquet with Oregon community college presidents featured the first Leadership Award presented to **Dr. Daniel Moriarty**, President of Portland College. Dr. Moriarty was cited for his persistent support of women and special recognition of his appointment of three campus female executive deans.

Although the annual conference remains the focus for Oregon AAWCJC activities, other efforts include the expansion of campus chapters including Portland and Lane Colleges, the development of an Oregon Leadership Institute, support for a "class act" newsletter, and strategic board planning for a strong future.

Special recognition goes to the outstanding executive board members who have given much in the development of Oregon AAWCJC: **Jacky Hagan**, president; **Diane Mulligan**, president-elect; **Mary Spilde**, past president and national state coordinator; **Joan Walker**, finance; **Lynne Swift**, communications, and **Patricia Bruneau-Gaber**, **Stephanie Sussman** and **Hilda Thompson** (members-at-large).

Washington and Oregon are forming local chapters. Contact has been made with community colleges in Idaho and hopefully they will become active. Q

REGION/COLLEGE APPROVED

REGION I
Local Chapter
Middlesex Community College (CC), CT
October 1991

REGION II
Local Chapter
Rockland CC, NY
October 1991

REGION III
Local Chapter
Catonsville-Carroll CC, MD
October 1991

REGION IV
Local Chapter
Valencia CC, FL
April 1991
Central Piedmont CC, NC
April 1991
Guilford Technical CC, NC
April 1991
Santa Fe CC, FL
October 1991
Okaloosa-Walton CC, FL
October 1991
State Sections
North Carolina April 1991
Tennessee April 1991
South Carolina April 1991

REGION V
Local Chapters
Waukesha County Tech. Inst., WI
April 1991
Milwaukee Area Tech. Inst., WI
April 1991
College of Lake County, IL
April 1991
Madison Area Tech. College, WI
October 1991

REGION VI
Local Chapter
San Jacinto College, TX
April 1991
Texas CC Women Educators
October 1991

REGION IX
Local Chapters
Grossmont College, Cuyamaca Dist., CA
April 1991
Los Rios CC Dist., CA
April 1991
Coast CC Dist., CA
April 1991
Fresno City College, CA
April 1991
Kings River College, CA
April 1991
Modesto Junior College, CA
April 1991
Mt. San Antonio CC, CA
October 1991
College of the Sequoias, CA
October 1991
Glendale CC, AZ
October 1991
Pima County CC, AZ
October 1991
State Sections
Hawaii Community Colleges Oct. 1991

REGION X
Local Chapter
Olympic College, WA
April 1991
State Sections
Oregon April 1991
Washington April 1991

ETHICS, from p. 7

When we talk about locating the truth, we make two kinds of statements. Either we claim that something is or is not the case, or else we claim that something ought or ought not to be the case. When we use "ought" we are making value judgments. "You ought to be tolerant." "You ought to be impartial." The power of ought is evident it we look at out attitude toward liars. All of us, I daresay, acknowledge two kinds of liars–those who injure us intentionally, and those who lie to avoid causing injury. we condone the liar who strives to protect others. Who has the heart, after all, to tell the friend who spent hours preparing a dinner of ham and grits souffle that those foods are on your hate list? While we condone lying to avoid harming others, we deplore the liar who seeks to obtain an advantage over another person.[9]

But why should we mind if someone's behavior manipulates or injures someone we don't even know? If values are in the realm of taste, then let us not dispute about whether or not Jack should have lied, intentionally damaging Jane's reputation, in order to further his own career. His values are his.

According to Aristotle, however, we ought and must judge and condemn Jack's behavior. Aristotle argues that all human beings share identical needs. Those needs, he says not only bind us together, but give us certain rights. And these rights create moral imperatives–a world of oughts and shoulds.[10]

Aristotle explains that human beings experience identical needs, regardless of their culture or race. We share needs, or natural desires, which should be satisfied. For example, everyone needs bodily goods such as food, clothing, and shelter. Everyone needs psychological goods such as knowledge, friendship, encouragement, approval, and a second chance. The things that fulfill these natural desires, these inherent needs, are good for us. Indeed, they are essential to our well-being because they enable us to realize our potential as human beings.

Please note that the things we desire by nature–these things that are really good for us–may not be identical to the things we want. A want is a learned desire, an acquired desire. It is a desire for something that appears to be good, but may be actually damaging. Liquor, cigarettes, and a third piece of pie satisfy wants–desires we have learned to have. We can have too much of the things we want. Of things that fulfill our natural desires, we can never have too much. When did anyone ever complain about having too much encouragement or too many friends?[11]

If we do have in common certain fundamental needs which are part of being human, and if to realize our potential as humans we must fulfill these innate, natural desires, then we know what we ought to do. Our code of ethics is suddenly clear–and the code applies to everyone.

These needs are shared by all of us. Therefore every person has the right to fulfill them. I must not prevent you from attaining food, or shelter, or knowledge, or love, or self-respect, or physical fitness, or your talents as a teacher or an administrator.

You must be able to satisfy the natural desires which enable you to develop your potential. You have the right to do so. This right exists quite independently of governments or cultures. We ought to do whatever preserves this right for others and for ourselves. Each one of us is entitled to flourish. By definition, of course, this means inflicting any kind of injury on another is wrong.

The objective truth–that we are entitled to flourish–is the truth underlying any sound ethical code. Moral action enhances others. Immoral action diminishes them. Moral conduct acknowledges one's worth. Immoral conduct denies a person's intrinsic worth.[12]

And how do these observations pertain to the problem of being ethical leaders?

Presumably, the leader's responsibility ought always to be to uphold principles which safeguard the rights of those accountable to them. Presumably, it is the leader's responsibility, then, to honor obligations arising from relationships between employer and employee, teacher and student, administrator and faculty member. It is, furthermore, the leader's responsibility to dignify all persons in an organization by appreciating their work, giving them their due, being tolerant, compassionate, and fair.

Surely leaders ought to behave in this way. Leaders must also judge. It is their responsibility to make ethical judgments. If they refuse to judge actions, they are tacitly condoning them.

Making ethical decisions is often incredibly complex and difficult. We cannot make these judgments on the basis of majority rule, because the majority is often wrong. Hitler enjoyed majority support in Nazi Germany. We cannot make moral judgments on the basis of feelings and preferences, because conscience can be ignorant, uninformed, and callous. Murderers are seldom afflicted with remorse and guilt.[13]

The basis of ethical judgments must quite simply be the truth that people are by definition valuable. From that single objective truth springs a world of oughts and shoulds that can guide us as individuals and guide us as leaders in our work. Q

NOTES

[1]Nash, Laura L. "Ethics Without the Sermon," in *Executive Success: Making it in Management*, ed. Eliza G.C. Collins. New York: John Wiley & Sons, Inc., 1983.

[2]Ibid.

[3]Drucker, Peter F. *The New Realities*. New York: Harper & Row, 1989.

[4]Adler, Mortimer. *Six Great Ideas*. New York: Macmillan, 1981.

[5]Ibid.

[6]Ibid. See also Ruggiero, Vincent Ryan. *The Art of Thinking: A guide to Critical and Creative Thought*, 2nd edition. New York: Harper & Row, 1988.

[7]Adler, *Six Great Ideas*.

[8]Ibid. See also Ruggierro.

[9]Ibid.

[10]Adler, Mortimer. *Aristotle for Everybody*. New York: Macmillan, 1978.

[11]Ibid.

[12]Cooper, John M. *Reason and Human Good in Aristotle*. Cambridge: Howard University Press, 1977.

[13]Ruggiero.

Institute for Leadership Development planning workshops

Institute for Leadership Development
3889 E. Thomas Road
Phoenix, AZ 85018 –by *Dr. Carolyn Desjardins*

NEXT STEP WORKSHOP

A more comprehensive workshop for women whose next career step could be the CEO position was developed. This program involved bringing women from two- and four-year institutions together to develop skills for obtaining a CEO position.

The Workshop on Feb. 14-18, 1992, in Phoenix included these topics:

1. Effective Communication and Team Building at the Institution and with the Board
2. Women's Leadership Styles
3. Resume, Interview, and Contract Negotiation
4. Organizational Transformation
5. How to Build a Quality Institution
6. A Systems Approach to Organizing an Institution
7. A Panel of Women Presidents to Answer Any Personal or Professional Questions

The Next Step participants ranked the workshop as "the most important professional experience of their careers."

FIRST KALEIDOSCOPIC KONNECTIONS CONFERENCE

NILD and the Ford Foundation sponsored the First Annual Kaleidoscopic Konnections Conference, Oct. 30-Nov. 4, 1991, at Minneapolis Community College. Afro-American females in faculty and administrative positions in community colleges from all over the country attended the conference aimed at addressing the pressing higher educational issue of the inadequate numbers of minorities in leadership roles within community colleges.

A cadre of female community college Afro-American presidents presented topics to assist these women in positioning themselves within the higher education hierarchy.

Dr. Jacquelyn Belcher, President of Minneapolis Community College, facilitated many of the sessions on strategies and management issues facing presidents. In addition she addressed the challenges within higher education institutions, particularly for Afro-American females. Dr. Belcher commented that "some minorities get into the trap of considering themselves 'the exception' or 'special' and therefore isolate themselves from the very group that could most benefit from their leadership .... Female presidents, and particularly minority females, have to take on new behaviors, maintain their values, but be willing to take risks." She indicated that the success of large populations of students within community colleges is dependent on the risks that leaders are willing to take. Minorities as well as non-minorities have to learn that diversity is a strength among various constituencies.

Dr. Augusta Kappner, President of Borough of Manhattan Community College, discussed the increasing diversity among the community college student population–43 percent of all African-American and 55 percent of all Hispanic students. While the student population in community colleges is becoming more diverse, there is still a small number of Afro-Americans and Hispanics in faculty and administrative positions in community colleges–for example, only 19 percent Afro-American female presidents in U.S. community colleges.

Drs. Jerry Sue Owens and **Narcisa Polonio**, Presidents of Lakewood Community College, White Bear Lake, MN, and Hudson Community Community College, Jersey City, NJ, respectively, spoke to the importance of credentials and the experiences, both professional and cultural, needed to succeed in presidential positions. One critical topic discussed was the question of ethics, and the professional strength needed to address issues of right and wrong.

Administrators in leadership roles in academics and student services were on hand to provide their perspective on the intricacies of their jobs. The Vice President of Instruction and Student Services at Minneapolis Community College, and the Vice President of Instruction and Student Services at Lakewood Community College addressed the need for cultivating a team spirit within the ranks of a community college organization. **Zerrie Campbell**, Vice President of Academic Affairs, Malcom X Community College, Chicago, IL, participated throughout the conference on numerous panels and provided advice on political ramifications that academic administrators must address in the community college setting.

Dr. Carolyn Desjardins, Executive Director of the National Institute for Leadership Development, facilitated the wrap-up session. Her comments were both personally motivated and based on a paper concerning "White Privilege." She addressed the need for women of all races not to adopt the traditional hierarchical model of leadership, but to move to their more natural inclusive team-building model. She stressed the importance of college leaders adopting new behaviors and awareness to strengthen the community college system and create a climate that facilitates diversity among students, faculty and administrators.

GENDER-BASED TEAM-BUILDING

This new workshop focused on gender issues from a work team concept, i.e., if women and men bring different strengths, insights and abilities to leadership,

Please see LEADERSHIP DEVELOPMENT, p. 13

LEADERSHIP DEVELOPMENT, from p. 8

then understanding and honoring those differences could be used to build more efficient work teams.

Fourteen male/female teams from various colleges participated. The workshop first dealt with the theories of differences, conditioning and family origin and then many exercises for experiencing how it feels to be the opposite gender were undertaken. They were required to take what they learned back to their colleges.

The workshop, held in Phoenix on Oct. 31-Nov. 4, was moderated by **Dr. Carolyn Desjardins**. One interesting observation was that men didn't realize how much pain women were in or how angry they were. The men and women said that they had never experienced such an honest and caring connection with a group of the opposite sex; no one wanted to leave.

A follow-up of the group in three months will be a teleconference to see what is working and what is not working at their colleges. They want to reunite in one year to share their experiences. **Desjardins** believes "this is a powerful and needed step in overcoming the problems of gender differences in institutions . . . . I never would have thought that we could move from head issues through emotional non-logical issues to an honest, open sharing place." Q

BOOKENDS

Suzanne Gordon
Prisoners of Men's Dreams

Twenty-five years after women's liberation propelled women into the major institutions of American society, Suzanne Gordon sends us this brilliant and unsettling dispatch, . . . a vivid account of how much of feminism has lost its way and how the imperatives of the American marketplace have blurred the vision and complicated the lives of millions of women . . . .

Michele Wallace
Black Macho and the Myth of the Superwoman

. . . reissued with a new introduction surveying the original controversy and reflecting on the author's changing views on black women's lives and history, this new edition also included an extensive bibliography of contemporary black feminist studies.

CONGRATULATIONS
to *Constance Carroll*
Saddleback Community College
AAWCJC 1992 Presidential Award
and *Sandra Sarantos*
Valencia Community College
AAWCJC Mildred B. Bulpitt
Woman of the Year Award

The Annals of the American Academy of Political and Social Science.
American Feminism: New Issues for an Mature Movement

Special Editor of this Volume, **Janet K. Boles** This is the fifth volume of *The Annals* devoted entirely to the status of women, and the first since the position of women around the world was examined in 1968 . . . . It is hoped that the articles in this volume will contribute to a fuller and more insightful understanding of a diverse and increasingly professionalized American feminist movement.

Naomi Wolf
The Beauty Myth: How Images of Beauty Are Used Against Women

This book cuts the root of the "beauty backlash," exposing the relentless cult of female beauty . . . as a political weapon against women's recent advances, placing women in more danger than ever before,

"The most important feminist publication since *The Female Eunuch*." –**Germaine Greer**

Faye J. Crosby
Juggling

Illustrated throughout with vivid actual stories, *Juggling* explodes both the myth of the glamorous Ms. Juggler, briefcase in hand, and that of the bedraggled Mrs. Juggler, her Supermom cape badly tattered. Q

Workplace actively seeking women

by Gene Parker

The right climate exists more than anytime before for the mergence of women into the overall work scheme in the American workplace. Employers are actively seeking women to fill positions with growth and promise.

Traditional fields, which in the '70s showed signs of overcrowding, have given way (via the route of education) to the professions and the management track. More attention has been given to the under utilization of women, especially the college graduate. The women's liberation movement, institution of new legislation and enforcement of existing legislation have made business, industry and education aware of subtle-and sometimes not so subtle-forms of discrimination regarding employment, compensation and promotion practices.

The result: Career opportunities for women have never been so vast. Employers now eagerly are seeking qualified women for positions that formerly were considered male strongholds. No longer is it possible–or legal–to view positions as "men's jobs" or "women's jobs." There is still a long way to go, of course, but real progress has been made in the last several years, and the rate of improvement continues to accelerate.

One of the chief hurdles remaining is opening doors -psychologically as well as legally. Women themselves have to raise their aspirations and condition their thinking to avoid the trap of concentrating on the traditional fields such as teaching, social work and secretarial work (excellent fields for both men and women).

It used to be that the decision facing women graduates was career vs. marriage. More recently most women thought– and often were encouraged to think– in terms of employment phases: a job after graduation, marriage, time out for child-rearing and then a return to the labor market–sometimes because of boredom and sometimes because of financial necessity to supplement the family income.

All too often many found that upon their return they had lost their skills and had to settle for positions less than they would have liked. Today, more women are successfully combining marriage and a career, opening up new lifestyles for many. Legislation now forbids employers to discriminate against women because they are married, mothers or expectant mothers.

Of course not all women have the same goals. For some, either because of choice or because of the intensity of family demands, life may continue to be experienced as a series of phases. The difference between now and yesteryear is that more options are available and a new dimension has been added to financial need as a reason for working as well as self-enrichment and career development.

One thing is certain: The odds are that for whatever reason, you will have to rely on your talents for financial support and emotional sustenance during a major part of your life. It has been estimated that most women can expect to spend a minimum of 24 years in the work force if they marry and 40 years if they do not marry.

Faced with this prospect, what should a person do? Start planning early! Volunteer, do an internship, ask questions of experts. Take advantage of all career days and workshops that you can. Rely on the up-to-date information available to you through the *Occupational Outlook Handbook* and other career information available at local colleges and universities.

If the professions interest you, consider graduate school. Statistics show that women in the '90s make up 28 percent of medical school students (compared to 7 percent in the '70s); 15 percent of dental; 7 percent of engineering; and 33 percent of law (compared to 11 percent in the 70s).

Don't overlook the growing opportunities in business, industry, government, and education. All are recruiting women with potential for management positions.

In fact, in 1975, the largest school district in the tri-state area of Tex., New Mex. and Okla. had only one elementary principal and no associate or assistant superintendents. Today 85 percent of all elementary schools in that same area have women principals, and the district has about a 50-50 percent spread in the upper management levels. My university has placed five women in upper level positions in the past seven years where there were none in 1975.

Finally a message to men: Women constitute more than 52 percent of the wold's population and work force today. They are excellent competitors and so you had better not rely on "the good-old-boy network" to get the job anymore. Men must prepare to be the best applicant for the position-just as women must!

Gene Parker is the director of Career Planning and Placement at West Texas State University, Canyon, Texas. Amarillo *Globe-Times*, *Extra* Canyon/North Randall Wednesday, Dec. 4, 1991. Q

ONE in NINE women will have breast cancer. Don't be a statistic. Have a mammogram done.

WOMEN IN HIGHER EDUCATION: A new publication

In a letter to **Dr. Leila Gonzalez Sullivan**, Editor and Publisher *Women in Higher Education* **Mary Dee Wenniger** touts the new publication as "a new resource provided to help women be more effective in higher education. Rather than dwell on negative aspects, it applauds the positive factors women bring to higher education, helping women develop the skills and confidence they need to succeed." Ms Wenniger plans to profile community college women in forth coming issues; four-year college leaders were featured in the first two issues.

From January 1992, Volume 1, No.1
What We Have in Mind

> Women in higher education today face a dilemma of increasing magnitude. On the one hand, you're taught to be polite, modest and nice, and good things will come. If you get tired of waiting and go after them, you're described as pushy, arrogant, or worse.
>
> Our premise is that higher education is too important, too valuable and too fragile to be left to decisions made by one gender. Q

Two Harvard University summer programs

June 21 - July 3
Management Development Program
July 5 - July 31
Institute for Educational Management

The goal of the ***Management Development Program*** is to provide mid-level administrators with skills and knowledge to help them "manage from the middle" and to grow with their institutions.

The ***Institute for Educational Management***, intended for the experienced senior administrator, focuses on issues that have emerged since starting the job. Topics include tuition pricing, the changing racial climate on campus, the rising cost of financial aid, affirmative action, diversity, curriculum change, staff evaluation, planned maintenance, strategic planning, crisis management, marketing and development.

Arthur Levine, IEM, Educational Chair (617) 495-2655, Gutman Library, Appian Way, Cambridge, MA 02138

COLLEGES in the news

• **Red Rocks Community College**, Colorado, produces open-captioned videotapes on basic communication skills for people with hearing and learning disabilities and distributes them free of charge with teacher guides and student texts to high schools, colleges, and vocational schools.
CONTACT: **Karen Anderson**, manager, Vocational Education and Equity Resource Center, 303/988-6160, ext. 281.

• The Santa Fe Mother/Daughter Program, a joint project of **Santa Fe Community College**, NM, and the University of New Mexico, encourages minority high school girls to go to college, and in addition, enlists the support of their mothers and invites them to explore the option of attending college.
CONTACT **Anna Turpler**, recruitment coordinator, 505/471-8200.

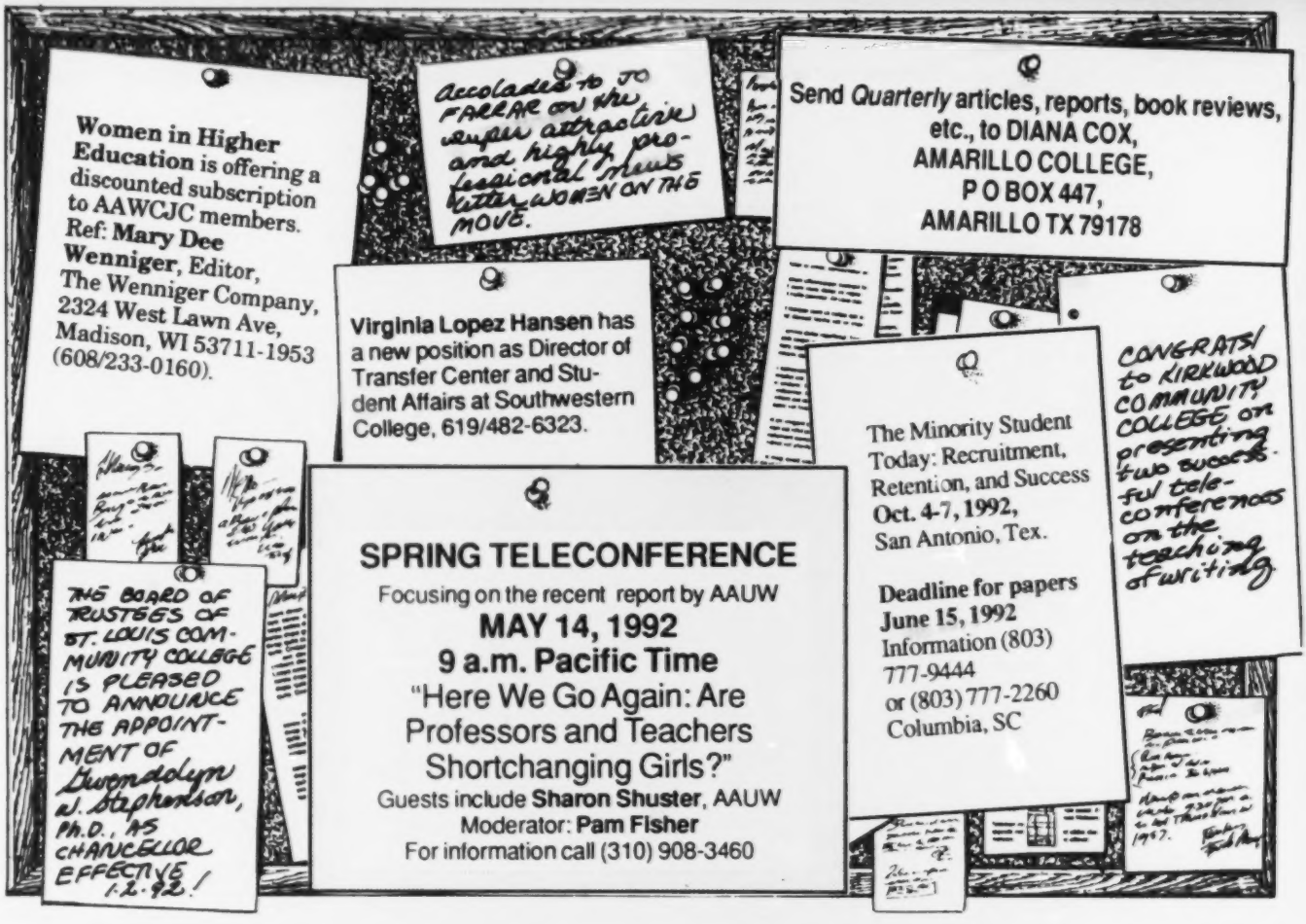
• Building Futures in Industry and Trades, an intensive six-month program offered at **Portland Community College**, Oregon, trains women for careers in the building trades while instilling professional work habits and attitudes. Over 80 percent of the women enrolled complete the program and obtain jobs.
CONTACT: **Gail Smith**, program director, 503/244-6111.

• Taken from *LINKAGES*, winter 1992, Vol. 15, No. 2. Q

LEADERSHIP 2000

The Fourth Annual International Conference
on Leadership Development in Community Colleges
conducted by
the League for Innovation in the Community College
and the Community College Leadership Program,
the Department of Educational Administration,
College of Education, The University of Texas at Austin
with the support from the W. K. Kellogg Foundation

July 19-22, 1992
Chicago Marriott Hotel
Chicago, Illinois


Women in Higher Education is offering a discounted subscription to AAWCJC members. Ref: Mary Dee Wenniger, Editor, The Wenniger Company, 2324 West Lawn Ave, Madison, WI 53711-1953 (608/233-0160).
accolades to JO FARAR on the super attractive and highly professional news letter WOMEN ON THE MOVE.
Send Quarterly articles, reports, book reviews, etc., to DIANA COX, AMARILLO COLLEGE, P O BOX 447, AMARILLO TX 79178
Virginia Lopez Hansen has a new position as Director of Transfer Center and Student Affairs at Southwestern College, 619/482-6323.
CONGRATS! to KIRKWOOD COMMUNITY COLLEGE on presenting two successful teleconferences on the teaching of writing
The Minority Student Today: Recruitment, Retention, and Success Oct. 4-7, 1992, San Antonio, Tex.
Deadline for papers June 15, 1992
Information (803) 777-9444 or (803) 777-2260 Columbia, SC
SPRING TELECONFERENCE
Focusing on the recent report by AAUW
MAY 14, 1992
9 a.m. Pacific Time
"Here We Go Again: Are Professors and Teachers Shortchanging Girls?"
Guests include Sharon Shuster, AAUW
Moderator: Pam Fisher
For information call (310) 908-3460
THE BOARD OF TRUSTEES OF ST. LOUIS COMMUNITY COLLEGE IS PLEASED TO ANNOUNCE THE APPOINTMENT OF Gwendolyn J. Stephenson, Ph.D., AS CHANCELLOR EFFECTIVE 1.2.92!

AAWCJC QUARTERLY
NATIONAL MAIL SERVICE
2907 N MAIN ST
ANDERSON SC 29621

Non-Profit Org.
U. S. Postage
PAID
Permit No. 48
Middletown, CT 06457

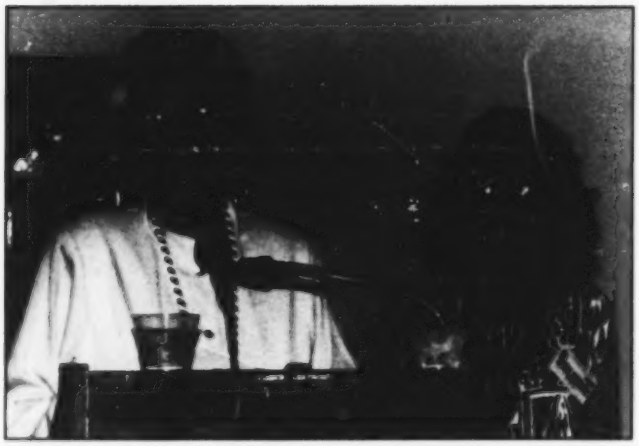
AMERICAN ASSOCIATION OF WOMEN IN COMMUNITY AND JUNIOR COLLEGES
A COUNCIL OF THE AMERICAN ASSOCIATION OF COMMUNITY AND JUNIOR COLLEGES

AAWCJC Quarterly

VOL. XVI NO. 4 SUMMER 1992

Reception celebrated Foundation supporters

It was a gala event–the Leaders Reception at the Heard Museum in Phoenix. The guests registered at the reception desk as AAWCJC hostesses checked lists for names of honoree donors to the Leaders Foundation. In the courtyard, the desert eventide was reflected as old friendships were renewed and new ones begun. Dignitaries from community colleges nationwide were served Native American/Southwest cuisine from silver trays as waiters moved busily through the crowd. The splendor of the museum itself enhanced this momentous evening.



TOGETHER AGAIN at Leaders Reception, Dr. Mildred Bulpitt and Dr. Carolyn Desjardins. Q

Later as the crowd gathered before the fireplace in the grand room, awards were presented by Drs. **Joan Edwards**, **Carolyn Desjardins**, and **Leila Gonzalez Sullivan**. Leaders/AAWCJC members and supporters were presented pins and plaques in recognition of their contributions to the Foundation. "Presidential Angels" were applauded for their Foundation pledges, spearheaded by President John Keyser. The highlight of the ceremony came when Dr. **Mildred Bulpitt**, instrumental in founding both AAWCJC and Leaders, addressed the guests and received applause for her work and dedication. Leaders/AAWCJC members from across the nation gave postcards as tokens of their appreciation of Mildred's leadership and influence on community college women. Q

Successful women of diverse cultures honored

The AAWCJC Annual Breakfast was held in the Hyatt Regency in Phoenix on April 12, 1992. The tables were complemented with souvenir Native American bookmarks and sand colored programs with Navajo pictographs representing Happiness, Bright Prospects, Four Ages, Friendship, Prosperity, and Abundance. A Navajo prayer was printed on the inside cover:

May my children have all things to eat and be happy;

May the people of the outlying village all laugh and be happy;

May the growing children all have things to eat and be happy.

May we have all kinds of seeds and all things good;

May we inhale the sacred breath of life;

May our fathers and mothers bring us happy days.

– Louva Dahozy

Please see CULTURES, p. 2

Convention Issue

CULTURES, from p. 1

These words set the tone for the morning's multi-cultural events.

Dr. **Sandra Todd Sarantos**, Vice President and Provost at Valencia Community College, Florida, received the Mildred Bulpitt Woman of the Year Award. Dr. Sarantos has served on the AAWCJC Board as Region IV Director and AAWCJC State Coordinator for North Carolina, has assisted in organizing Florida chapters of AAWCJC and in beginning the Tennessee AAWCJC state organization, was an '86 Leader, and is serving as mentor to the 1992 Leader from her school. She has been a frequent speaker and organizer for AAWCJC conferences. She presently provides leadership for Valencia's Women's Center which this year was recognized as the most innovative in the nation by the AAWCJC board.

In April, 1992, she participated in a week-long forum in Costa Rica and worked with the First Lady and 100 Costa Rican Leaders regarding implementation of legislation of equal opportunity for women.

As Vice President, Educational and Economic Development Services and Provost of the Open Campus, Dr. Sarantos manages a major division of a college of 60,000 credit and non-credit students and has a major responsibility of coordinating economic development programs, research funding sources, and developing business partnerships.

The President of the Year Award went to **Constance M. Carroll**, President, Saddleback College, California. Exemplifying the spirit of the person honored by the AAWCJC President's Award, President Carroll has been a tireless supporter of AAWCJC's goals. She not only has presented at Leaders' seminars, the Next Step Workshop, and Asilomar, but also has made sure women from her campus have participated in these activities. A current member of the AAWCJC/Leaders Foundation Board, she continues to recognize the special needs of minorities and women in community colleges and to raise the consciousness of CEO's across the nation about the philosophy and goals of AAWCJC.

After the award ceremonies, Dr. **Pamila Fisher**, AAWCJC Vice President for Professional Development, introduced the speaker, Dr. **Bea Medicine**, anthropologist, author, and member of the Lacota Sioux. Soft spoken but impassioned, Dr. Medicine related her experiences of growing up as a Native American and gave an inspirational insight into the customs, past and present challenges, and vision of the future for Native Americans. She alluded to the "the tapestry that represents the strength and power of women everywhere." She received a standing ovation from the breakfast attendees.

A special musical selection was presented by Dr. **Arnetta Ward**, President, Chandler-Gilbert Community College. "You are the wind beneath my wings" was dedicated to Dr. **Carolyn Desjardins** from all the Leaders/AAWCJC women whom she has mentored. At the conclusion, Carolyn was asked to come to the rostrum where Pam presented her with a crystal bird symbolizing the work she has done. Carolyn closed the meeting with emotional remarks concerning this tribute and thanked the group for her "surprise."

Q

BEST COPY AVAILABLE

AAWCJC business meeting centers on growth and development

The annual AAWCJC business meeting was held in the Phoenix Convention Center on April 12. Dr. **Leila Gonzalez Sullivan** presiding, reported that fifteen additional chapters and sections had been installed and that the board had approved an allocation to each chapter so it can begin with a treasury; furthermore, revenue sharing is under discussion. Funds from the Foundation are now earmarked to bring more state coordinators to AAW meetings and convention activities.

Vice President for Finance, Dr. **Nancy Eddy**, reported that finances have grown from $13,000 to $100,000 so "we are delighted to spread the money around to the chapters' 187 institutional members."

Vice President for Communications **Diana Cox** reported on the *Journal* and *Quarterly* and solicited articles for both publications. She commented on the bulletin board used for announcements in the *Quarterly* and her use of national syndicated authors for special related articles.

Dr. **Pamila Fisher**, Vice President for Professional Development, announced the May teleconference from Rio Hondo, the afternoon Forum at the convention, and the Leaders Reception at the Heard Museum that evening.

Dr. **Joan Edwards**, Vice President for Resource Development, reported that the Foundation had raised $25,000 from 526 donors of which 349 are Leaders. Of the presidents who sent leaders, 64 have given to the Foundation. Presently $8,000 is being used for scholarships for NILD. She emphasized small gifts and donations from chapters. She stated that the Foundation is establishing an office. Donors will be recognized at the Heard Museum on Sunday evening.

Dr. Sullivan recognized Regional Directors:

Region I: **Luene Corwin** reported that her area is beginning to be more active and she is trying to build funds and stabilize memberships for the New England states.

Region II: **Mary Louise Van Winkle**'s report was given by **Barbara Viniar** who stated the good news is the Rockland chapter.

Region III: **Gail James** reported that Pennsylvania and Maryland chapters are successful and that she is working in Virginia. She felt that more work has to be done with Delaware and West Virginia "who are eluding us."

Region IV: **Shirley Luckadoo** stated that membership in her region has reached 537 members, Kentucky being the new chapter. She made appeals for state coordinators in Georgia and Mississippi. Regional conference will be in Hilton Head this year, Charlotte, next year.

Region V: **Ruth Burgos Sasscer**, no report

Region VI: **Jacquie Claunch** reported growth in Texas as indicated by the recent state conference. She asked for help with state coordinators for Oklahoma, New Mexico and Louisiana. State conference will be held in Dallas next year.

Region VII: **Mary Ellen Masterson**, no report

Region VIII: **Sally Conway-Griffin** announced the Summer Camp in the Rockies at Glenwood Springs, July 16-17. She needs coordinators for Wyoming, Montana, and Utah.

Region IX: **Eula Saxon Dean** reported that her region now has twelve chapters, the last two Perma and Glendale. The state conference will be held in Reno/Tahoe next year. The Region IX Newsletter will list events.

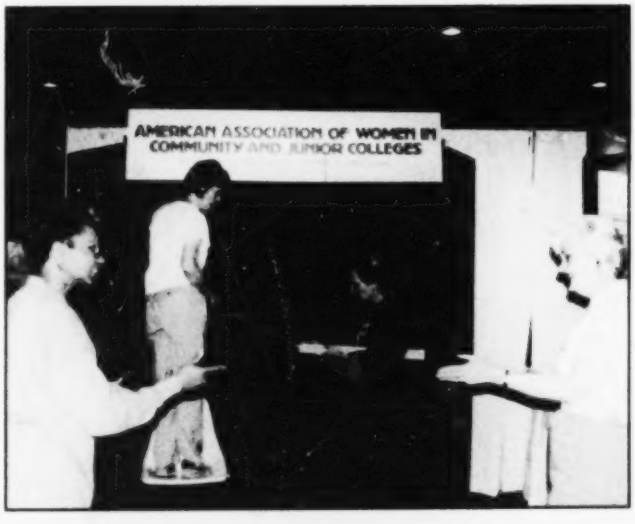
Region X: **Kathy Small** said the state chapters are flourishing. Idaho has regrouped; Oregon is very active; Washington is hoping for 300 at conference next fall; Vancouver, B.C., is interested.

Legislative Liaison: **Barbara Viniar** reported on issues related to the Higher Education Act concerning financial aid. After 1991, a standardized exam by the Department of Education has had significant impact. One study showed that the students affected are women, the majority who fail are women, and the majority who do not come to school are women. The second issue is that Pell Grants are not being appropriated to the extent they were originally funded.

Under other business, **Nancy Eddy** announced the candidacy of Dr. Sullivan for the AACJC Board next year.

Sandra Sarantos, AAWCJC Woman of the Year, and **Constance Carroll**, President of the Year, were recognized.

Dr. Sullivan closed the meeting with a reminder that women should not get lethargic when they leave the convention. Women have the power and strength to make change. Q



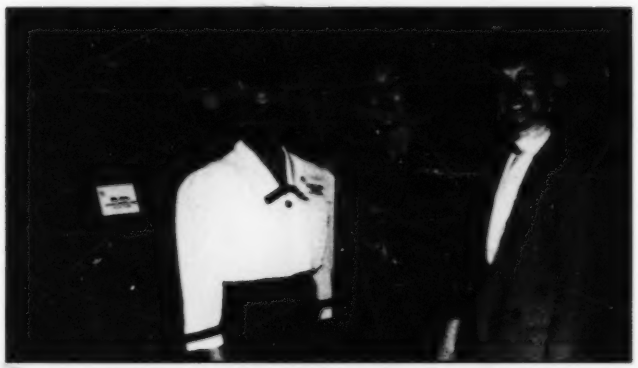
BEST COPY AVAILABLE

AAWCJC board meets, receives reports

The AAWCJC Board met in Phoenix, Arizona, on Thursday, Friday and Saturday, April 9-11, 1992 at the Hyatt Regency.

A reception for the group was held at 5 p.m. on Thursday. After an official welcome by President **Leila Gonzalez Sullivan**, the members and guests informed the group on professional, personal, and random events in each's purview.

Regional directors made their biannual reports on regional and chapter activities. In closing remarks for that evening, President Sullivan said she wanted to continue to focus on chapter development because of its impact on national membership. Some other council directors want to know what AAWCJC does to be so successful.



The agenda for the first full day's meeting included old business in reference to the Sexual Assault Conference, Nomination Committee and Campaign Procedures, Policy on Charge-back to the Chapters, and Support for/Endorsement of the AACJC Board candidate for 1993.

Next, the respective vice presidents made reports concerning their specific areas and activities. After lunch Dr. Sullivan gave the President's report. Liaison reports were made by **Carolyn Desjardina**, NILD; **Barbara Viniar**, Legislative; and **Beverly Simone**, AACJC. Committee meetings were held from 2:30 until 4:30 p.m. The day ended with the Regional Directors meeting.

The Board reconvened on Saturday, April 11, with chapter recognition and new business consisting of motions to have Dr. Sullivan as a candidate for the AACJC Board in 1993 and to adopt a budget of $112,550 for fiscal year 1993. Other motions concerned finances to new chapters and a request from the Foundation to provide scholarships for four state coordinators to attend AAWCJC in Portland in 1993.

The meeting ended with a photo session and recognition of visitors **Dorothy Collins**, Business Manager from Truman College and a Minnesota group of **Cheryl Frank**, Inver Hills Community College; **Gayla Shoemake**, North Hennepin Community College; and **Ellie Slette**, Lakewood Community College. Q

BEST COPY AVAILABLE

Leaders Foundation gives annual report and 'Winds of Change' newsletter status

by Dr. Joan Edwards

The Annual Report of the Foundation reached donors in early June. The publication consisted of an opening letter from the Foundation Chair, Joan Edwards, detailing the success of the recent campaign. It also contained a testimonial from an NILD scholarship recipient, a portrait of a lead donor, a report on the "class agent" techniques of fund raising with Leaders "classes," a tribute to the most effective Foundation board member, and the Donors Honor Roll which contained the name of everyone who had donated within a specific time frame. Foundation operation is detailed by sharing their budget and board membership. A bi-annual newsletter also is planned for the future and will be called the *Winds of Change*. A synopsis of the Annual Report follows:

JOAN'S LETTER

Because the annual campaign has raised over $25,000, the foundation can now begin phase two: cultivation of major donors. The annual report serves as a thank you and a means to share the impact of the donations.

The donor base indicating grass roots support shows 550 donors (308 AAWCJC members, 338 previous NILD participants, 215 both); some 66 of 325 presidents who sent NILD participants donated $100 or more and the balance from the "other friends" category.

This year's success enables the foundation to hire a secretary/administrative assistant, track donations on FundMaster software, create identity with printed materials, and manage the annual campaign.

Joan plans to use *Winds of Change* to highlight the accomplishments of those who receive support.

SCHOLARSHIP RECIPIENT

Signe M. Kastberg, Harvard '91, shared her NILD experience as one that opened doors for her. She is now a member of her state ACE-NIP (American Council on Education's National Identification Program) steering committee and Chair of the Continuing Education Division for the National Association for Women in Education. As Director of Continuing Education for a small private institution, she expressed appreciation for "the validation of the unique skills and traits associated with female models of leadership, as portrayed by NILD Executive Director **Carolyn Desjardins**." Her plans include a move to Rochester, New York, and a new position, a move precipitated by her NILD experience.

PORTRAIT OF A LEAD DONOR

When the Foundation was but a dream in the minds of a few risk-taking individuals, **Kathleen Stassen Berger** was willing to make major donations to see the dream become a reality. Before the Foundation was fully organized, Kathleen donated major gifts for several years as an act of faith that her seed money would result in an effective grant-making Foundation. She is honored in (this) article ("To Measure the Woman, Measure Her Heart") written by the founding director of the Foundation, Dr. **J. Juechter**.

CLASS AGENT TECHNIQUE

Leaders gave over $13,000 to the Foundation. Recognition and awards of special pins were presented at the Leaders Reception at the Heard Museum during the AAWCJC convention in Phoenix.

Admiral Award for classes who gave the most went to:

Seattle '83, $1210, class agent **Sharon Yaap**

Ocean City '84, $727, class agents **Virginia Stahl** and **Brenda Vesprini**

Orlando '91, $660, class agent **Candy Vancko**

Flagship Awards for classes with the highest percentage were given to:

Amarillo '88, $420, 37.8 percent, class agent **Adeline Fain**

Orlando '91, $660, 37.5 percent, class agent **Candy Vancko**

Pittsburgh '81, 37.0 percent, class agent **Linanne Sackett**

The most successful agents will be polled to determine to what methods they attribute their success.

MOST EFFECTIVE FOUNDATION BOARD MEMBER

President of Clackamus Community College and former President of AACJC **John Keyser** raised over $6,700 from community college presidents in his "Angel" category. President Keyser sent an initial letter, personal notes, a follow-up letter, and thank-you notes. Because of his work, more women will be have opportunities to gain leadership skills.

DONORS HONOR ROLL

This listing includes donors who gave during the 1991-92 Annual Campaign: *Beacon Donors* (Top 10 Donors-donations range from $150-$1000); *Set Sail AAWCJC Donors* (First 10 responding to AAWCJC mailing); *Set Sail Leaders Donors* (First 10 to respond to the Leaders appeal); *Presidential Angels* (Those presidents who gave $100 or more); *All others giving $100 or more*; and *Other generous donors*. The total number of donors is 550 as the list continues to grow.

Please see LEADERS FOUNDATION, p. 6

LEADERS FOUNDATION, from p. 5

AAWCJC LEADERS FOUNDATION BOARD

Names, present positions at respective institutions and photographs of the board are presented in this section of the report.

WHERE YOUR MONEY GOES AND BUDGET/INCOME

The Foundation was established to support the leadership development activities of the National Institute for Leadership Development and the American Association of Women in Junior and Community Colleges. AAWCJC, with the League for Innovation and Maricopa Community College System, was a major factor in the development of NILD. Maricopa Community College and **Carolyn Desjardins**' outside workshops have subsidized the NILD budget. The report outlines Foundation efforts to support the institute..

The Foundation budget consists of expenditures for secretary/adm. asst., office/computer/utilities, telephone, supplies, printing, postage and travel totaling $50,000. Income shown is derived from monies available in the Foundation account, the AAWCJC contribution, and the annual campaign totaling $32,051. The balance yet to be raised is $17,949 for FY '92. In-kind donations from other colleges mentioned in the report/newsletter from the chair will help with this difference.

1992 Scholarships impact issues

Five Leaders received Mildred Bulpitt scholarships to NILD early in 1992:

Alicia Mared, Greenfield Community College: project to promote and examine diversity at her college through developing a series of workshops;

Jane Lerner, Greenfield Community College: project to develop opportunities at her college for students with physical, emotional, and economic problems;

Laura Coelen, Holyoke Community College: project to examine resource development possibilities to assist with her college's long range plan;

Johnnie Simpson, Brunswick Community College: project to develop an Aquaculture curriculum for her school; and

Mildred Boyd, Essex Community College: project to research the impact of a decision to abolish the Maryland State Board of Community Colleges.

The investment that donors have made in the lives of these women will have manifold returns on the lives of the students impacted by these projects. Q

FOUNDATION BOARD MEETING

The AAWCJC Board met on April 11, 1992, in Phoenix with Dr. **Joan Edwards** presiding. Since the Foundation is in its formative years, a portion of every meeting still deals with development of policy and strategy. Seventeen of the 26 national leaders who sit on the board were in attendance. There were major discussions about how the Foundation breaks into the next strata of donor now that there has been proven support from the grassroots benefactors. The attraction of major corporate and individual donors is always difficult in the initial phase of fund-raising for any cause. Building the case to the broader audience for the development of women as leaders is the next challenge for the Foundation. Major donors are usually attracted to a cause which either benefits their corporation directly, or which has broad social implications for improvement of our nation. Although the development of role models within our community colleges seems an obvious way to encourage other women to become leaders in business and industry as well, a well crafted, succinct statement must be developed to make that case.

Under new business, a request presented by **Leila Gonzalez Sullivan** for funding for four AAWCJC State Coordinators to attend next year's AAWCJC spring meeting as a leadership training opportunity was granted. A nominating committee also was appointed to nominate next year's officers. Q

1992 Dates to Remember for AAWCJC

July 16-17	Summer Conference in the Rockies
July 24	ACCT nominations due
Aug. 17	Fall *Quarterly* news due
Aug. 30	Model Program nominations due
Oct. 21-22	AAWCJC Board Meeting, Anaheim
Oct. 21-24	ACCT, Anaheim

LEGISLATIVE REPORT: 'Ability to Benefit' legislation denies community college students access to education

by Barbara Viniar

In the fall of 1990, Congress passed an Act which changed the method by which students' "ability to benefit" from a college education, and therefore their eligibility for federal financial aid, is determined. Prior to the new legislation, ability to benefit was determined by standardized examination, selected from a list approved by the Secretary of Education. Although failure to "pass" the exam (a passing grade is one standard deviation below the mean) does not preclude admission, it does make the student ineligible for federal financial aid.

For thousands of students, this effectively prevents enrollment.

This change, which was part of the Budget Reconciliation Act, was intended to cut down on the number of students in default on loans by implementing more rigorous screening. Proprietary schools, with collectively significant default rates and a poor track record of student success, were a primary target of the legislation.

An AACJC draft report, *Ability to Benefit Students: Resurrecting the Dream. Results and Findings of a National Survey* (March 1992), [1]dramatically illustrates the negative consequences of the legislation for community college students. The majority of ability to benefit students are women and persons of color. Of the 102 institutions responding to an extended survey, the gender breakdown of enrollment was:

High School Diploma:
Female 59.1 percent, Male 40.9 percent
GED:
Female 58.1 percent, Male 41.9 percent
Ability to Benefit:
Female 60.2 percent, Male 29.2 percent
Overall Breakdown:
Female 57.5 percent, Male 42.5 percent

Of the 9,950 students at these institutions who took an approved standardized test in fall 1991, 59 percent were female and 41 percent were male. Of the students tested, 1,506 failed (54 percent female, 46 percent male). Half were minority. Close to 600 students (65 percent female, 35 percent male), nearly half of those who failed, did not enroll in college credit courses.

National surveys show that ability to benefit students who were admitted under the previous guidelines, based on the judgment of the institution, met the satisfactory progress requirements at a rate only 1.2 percent lower than GED students and .4 percent higher than students with a high school diploma.

Based on these data, and on the professional expertise of the respondents, the report concludes that many of the students who are now being denied access because of the results of a single test, would, with the appropriate remediation most of our colleges provide, achieve academic success.

Case studies are now being conducted to further refine these findings. The majority of states admit ability to benefit students. Therefore, it is likely that students at your community college are being affected by this legislation. H.R. 907, an amendment to the proposed reauthorization of the Higher Education Act, would allow states, with the approval of the Secretary of Education, to prescribe their own process for determining ability to benefit. Any such process would take into account "the cultural diversity, economic circumstances, and educational preparation of the populations served by the institution." This amendment is supported by AACJC.

As **David Mertes**, Chancellor of the California Community College system, stated in his testimony before the House Subcommittee on Postsecondary Education (June 1991), "One of the most important roles of the nation's public community colleges is to reach out to at-risk students and help them become full partners in America's increasingly complex workforce." AAWCJC has always worked in support of this ability to benefit legislation for students at their institutions, and support H.R. 907.

[1]The report was prepared by Dr. **Dennis Brown**, El Paso Community College; **Ashley Gray**, AACJC; **Lee Meyers**, California Community Colleges; and **Sarah Stockwell**, National Center for Fair and Open Testing. It provides further detail on the ethnicity of ability to benefit students and discusses the problems inherent in relying on a single test as a criterion for ability to benefit. **Q**

SPRING TELECONFERENCE ADDRESSES AAUW REPORT: 'Shortchanging girls, shortchanging women'

The 10th AAWCJC teleconference was broadcast from Rio Hondo College on May 14, 1992, moderated by Vice President for Professional Development Dr. **Pamila Fisher**. Panelists for the teleconference, "Shortchanging Girls, Shortchanging Women" were **Sharon Schuster**, President AAUW; **Leila Gonzalez Sullivan**, President of AAWCJC,; and **Evelyn Hu-DeHart**, Professor of History, Director of the Center for Studies of Ethnicity & Race, University of Colorado at Boulder.

Ms. Schuster opened the conference with an overview of the recent AAUW report: "Gender bias is thriving the classroom." This bias is evidenced in four basic ways: how students are taught, how they are treated, how they are tracked, and how they are tested. The report reveals that often girls receive less of the teacher's time than boys do. In addition, boys call out eight times more often than girls; however, girls are many times praised for the neatness of their work more than their intellectual successes. Another factor is that curriculum doesn't reflect girls' aspirations, talents, and achievements. Even though technological fields will be prevalent in the future, the girls are not going into them, even girls who major in math and science in high school. Far more important is the fact that standardized tests used for college entrance criteria overpredict boys' achievements and underpredict girls' achievements in higher education.

Ms. Hu-DeHart stated that the results of this report should not be used to generalize the needs or problems of all women because women of color do not have the same problems that middle class white women have. Also she felt that policy makers at all levels should be aware that demographers show that by year 2000, two-thirds of the workforce will be either women or people of color, and these employers should do planning for this prediction.

Ms. Schuster said that AAUW has published an action guide to accompany the report. Some of the suggestions were to try to bring gender bias in education to the attention of the public and to decision makers on national, state, and local levels. NEA should be made aware of the situation, legislation should be passed nationally, and states should follow with comparable legislation as needed. Local school boards and administrators should be enlightened, and vehicles such as community programs, mentoring, and math/science conferences should be set for girls to help improve self images.

Ms. Sullivan commented that due to the recession, many new programs in higher education are often downsized or cut, and often these programs are designed for women or minorities. This tendency is obviously deleterious for these groups and must be stopped. Fortunately, at the community college level, there are many good programs for minorities and women, for example, tech/prep programs. A good suggestion for community colleges is the Middlesex Saturday program for middle schoolers who attend math and science studies at the college.

Ms. Hu-DeHart agreed that more women and people of color are needed in government, the private sector, and education.

Ms. Schuster thought that although much progress has been made since Title IX was instituted 20 years ago and many gross abuses in gender equity have been eliminated, much still needs to be done.

Ms. Hu-DeHart remarked that women and minorities must not allow themselves to be pitted against each other in a competition for limited resources and federal funding.

The second portion of the teleconference consisted of callers with questions and answers from the panelists.

Caller: "Are women professors better or worse than men regarding discrimination in the classroom?"

Schuster: In K-12, where 80 percent of teachers are women, it appears that women are equally at fault about gender bias, because they are teaching as they were taught.

Sullivan: At Middlesex, we are trying to be sensitive about this issue. However, teacher training institutions are the best place to begin, teaching teachers to be aware of this problem.

Hu-DeHart: More women professors are needed, since most teachers in higher education are male.

Caller: "How do we get this message about gender bias across to educators?"

Panelists: Through in-service programs, improved curriculum, and local training.

Sullivan: Money for travel and professional development should not be cut, even in times when money is tight. People should be sent off-campus or experts should be brought in to educate educators on this matter. Also when educational institutions perform self evaluations, they should ask themselves how they are doing in the area of gender bias. The theme of gender equity must be incorporated into professional development and self-studies.

Caller: "How can we fight the image of women projected by the media?"

Schuster: The media have been helpful to spread the word about gender bias through news stories, features, comic strips, etc.

Hu-DeHart: Yes, but generally the mass media project a negative image and worse still, mass media are hard to fight.

Please see TELECONFERENCE, p. 15

MODEL PROGRAMS FOR COMMUNITY COLLEGE WOMEN

Application/Nomination Form

There are many exciting and effective programs in community colleges nationwide which address the needs of women. The AAWCJC Board of Directors would like to recognize some of these outstanding programs through an annual award process. This program would then be featured at a luncheon during its fall board meeting. If you know of a program deserving this special recognition, please complete and submit the form below by August 30, 1992. This year's award winning program will be featured in a future issue of the *AAWCJC Quarterly*.

Name of program:_____

Purpose of Program: (Show how the program meets an importtant need of women)_____

Description of services:_____

Show how the program has an impact in terms of the number of women served:_____

List the funding sources for this program:_____

Tell how this program is creative in providing services to women:_____

Describe the success of the program and list specific program success measures:_____

Describe how the program or parts of the program could be duplicated elsewhere:_____

Contact Person(s) name, address, phone:-_____

Person(s) applying/nominating (Address, Phone and relationship to program):_____

Please attach brochures, new articles, pictures,etc. that may add to the information above:
You may also provide additonal information that will be useful to the judges.

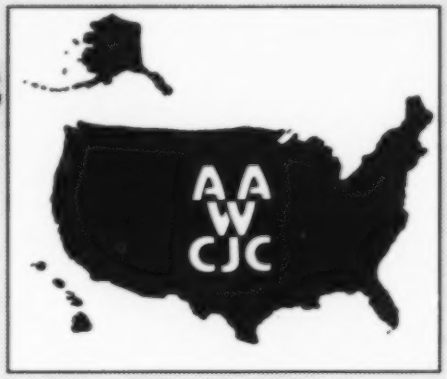
SUBMIT APPLICATIONS BY AUGUST 30, 1992 TO:

Mary Ellen Masterson
Johnson County Community College
12345 College at Quivira
Overland Park, KS 66210-1299
Phone: (913) 469-8500 ext. 3166
FAX (913) 469-4409

NEWS OF THE REGIONS

If your regional news was not included, I did not receive it. I will include it in the next quarterly, so mail your submission to

DIANA COX
AMARILLO COLLEGE
BOX 447
AMARILLO TX 79178



REGION I

Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island

REGION II

New York, New Jersey, Puerto Rico

REGION III

Pennsylvania, West Virginia, Virginia, Maryland, District of Columbia, Delaware

REGION IV

Kentucky, Tennessee, North Carolina, South Carolina, Mississippi, Alabama, Georgia, Florida

Pensacola Junior College is Region IV's newest AAWCJC chapter. There are 25 members in this chapter and the officers are **Beverly Bower**, President; **Terry Dillon**, Vice President/President Elect; **Christy Smith**, Secretary; and, **Debra Ganey**, Treasurer.

The PJC Chpter has already sponsored a two-hour workshop on coping with dual-career relationships, presented by **Mary** and **Joe Panknowski**, authors of *Flying in Formation: Maximizing Happiness in a Two-Career Marriage*. PJC also has conducted workshops on Empowerment, Team-Building, Conflict Resolution, and others. Future plans include a community-wide workshop in June based on the AAWCJC Teleconference "Shortchanging Women and Girls" and another in July on Sexual Harassment.

REGION V

Minnesota, Wisconsin, Illinois, Indiana, Ohio, Michigan

REGION VI

Arkansas, Louisiana, New Mexico, Texas, Oklahoma

New chapter formed

Temple Junior College is the site of the latest local chapter of AAWCJC. The 11-member group has elected as President **Sandra Creech**, as Vice President **Gwen Hauk**, as Secretary **Margaret Hackett**, and as Treasurer **Shirley Franklin**. They plan to give an Award for Women's Leadership to a member of the community who best exemplifies the values of education and equality, as well as a leadership award to the Outstanding Woman Student. They are also planning a graduation tea for all women graduates, and a welcome-back program in the fall for all women students.

Another new chapter formed

Women in the Dallas County Community College District have formed a local chapter of AAWCJC. Officers elected were **Corina Gardea**, President; **Mary Osentowski**, VP for Professional Development; **Suzanne LaChey**, VP for Membership; **Diane Graifemberg**, VP for Communications; **Gloria Enriquez**, VP for Special Projects.

Scholarship given

The San Jacinto College chapter of AAWCJC is offering a $300 scholarship each year to an outstanding woman student. Applicants will be asked to write an essay that focuses on topics of concern to women.

Region recognized for growth

Region VI was recognized at the fall meeting of the AAWCJC Board for having the largest percentage increase in membership for the period between April and October 1991.

REGION VII

Nebraska, Iowa, Kansas, Missouri

New chapter forming

April 2 a reception was held in Kansas City, MO. About 125 women expressed interest in forming a new AAWCJC chapter. Two committees (Steering and Program) have already been formed. Representatives were chosen from each school in the metropolitan area.

REGION VIII

Montana, Wyoming, North Dakota, South Dakota, Utah, Colorado

REGION IX

California, Nevada, Arizona, Hawaii

The AAWCJC Chapters at Fresno City College and Kings River Community College in Reedley co-sponsored the second annual Central Valley AAWCJC Conference on April 25, 1992. The theme was "Pastiche: Your Key to Success in a 90s Economy." Attendees chose between seven break-out sessions on how to survive in our economy.

The AAWCJC Chapter at Kings River Community College gave a $100 scholarship to a reentry student for 1992-93 from fund-raising activities.

The Kings River AAWCJC Chapter congratulates members **Jan Krueger** and **Zora Wilcher** for completing an accelerated 13 month B. A. program for working professionals.

REGION X

Washington, Oregon, Idaho, Alaska Q

GLASS CEILINGS in corporate America: Current issues and debate

by
Katrina Grider and Kimberly F. Gee

(From *The Texas Bar Journal*,
January 1992 and reprinted and cut with permission)

A recent survey of 52 high ranking women in large companies, law firms, banks, and management consulting firms found that almost half (48 percent) expressed interest in becoming the chief executive officer of their firm, but the remaining 51 percent did not want the job. Regardless of whether they desired the job, however, 69 percent of the respondents did not think that the position was achievable.[1] Another survey indicated that "just as the overall labor market remains sharply segregated by sex, women executives are concentrated into certain types of jobs–mostly staff and support jobs–that offer little opportunity for getting to the top."[2]

These surveys address "glass ceilings," an issue with far-reaching ramifications for management. The Department of Labor ("DOL") defines the term "glass ceiling" to mean artificial barriers based on attitudinal or organizational bias that prevent qualified minorities and women from advancing into mid- and senior-level management positions.[3] Definitions aside, the debates have focused on the underlying reasons for the problem, as well as proposed solutions that would increase employment opportunities for women and minorities.

In response to recent studies conducted by federal enforcement agencies, many companies are reviewing their entire employment practices from recruitment and hiring to promotion and training to determine whether glass ceilings exist in their workplaces. Many difficult and complex social issues have emerged from the intense study and debate, and thus far, no easy solutions or answers have evolved. However, any detailed or comprehensive analysis at this point would be premature as the issues have yet to be defined concretely. Accordingly, this article simply presents the issues, discusses the current studies and legislation, and sets forth the debate from various perspectives surrounding the glass ceiling controversy.

The glass ceiling studies

1. *The Department of Labor's glass ceiling initiative.*

In the fall of 1989, the Department of Labor formally initiated its "glass ceiling initiative" to identify and analyze systemic barriers to the professional advancement of women and minorities. The department became concerned . . . after its routine compliance reviews of federal contractors by the Office of Federal Contract Compliance Programs . . . . These reviews indicated that while women and minorities have made significant gains in entering the workforce, there still were relatively few women and minorities in mid- and senior-level management positions . . . . The DOL has stated that its primary goal of the study is to "encourage industry that it is in its own best interest to provide equal career advancement opportunities to minorities and women so as to best develop all of their human resources."[6]

This pilot study of recruiting, hiring, and promotion policies at nine *Fortune 500* companies sought to identify artificial barriers to the career advancement of minorities and women, eliminate those barriers through corrective and cooperative problem solving, and further the DOL's and the employer/community's understanding of how to identify and eliminate discriminatory and artificial barriers in the workplace.

Despite these differences [in size and location], the DOL found that each company had a level beyond which minorities and women had not advanced. Also, this "ceiling" was found at a much lower management level than the DOL initially believed and minorities plateaued at lower levels of the workforce than women. Additional findings by the DOL included:

- Companies needed to do a better job of monitoring minorities and women for equal access and opportunity, especially as managers progressed up the corporate ladder;
- Companies needed to improve monitoring of compensation policies that determined salary, bonuses, incentives, and perquisites;
- Minorities and women were more likely to be placed in staff positions, such as human resources and public relations, than in line positions such as sales and production . . . .;
- There was inadequate recordkeeping concerning recruitment and development, training and career-building opportunities.

The artificial barriers identified in the DOL report included 1) existing recruitment practices, which often are based on word-of-mouth and employee referral systems; 2) the inability of women and minorities to par-

Please see GLASS CEILING, p. 12

GLASS CEILING, from p. 11

ticipate in traditional corporate development programs, such as training, mentoring, graduate studies and executive development programs; and 3) the general failure of companies to recognize their equal employment opportunity responsibilities when involved in the mid- to upper-level management level management recruiting process.

. . . Critics contend that the DOL report fails to incorporate specific enforcement plans into its existing general compliance programs under Executive Order 11246.

. . . As a result of this report, the DOL has indicated its intent to continue reviewing major federal contractors to determine whether minorities and women are foreclosed from mid- and upper-level management positions by these artificial barriers . . . . Department of Labor Secretary Lynn Martin has requested the OFCCP director to outline instructions for compliance officers to follow.

2. *The General Accounting Office studies*

The federal sector has not escaped review in the ongoing glass ceiling debate. In 1989, Sen. John Glenn of Ohio requested the U.S. General Accounting Office ("GOA") to conduct a government wide survey of how well federal agencies were "implementing existing civil rights laws regarding the hiring, promotion, and retention of women and minorities in the government."[8]

At the initial hearing before the Senate Governmental Affairs Committee on May 16, 1991, the GAO suggested that the EEOC take a more aggressive stance in fulfilling its congressional mandate of assisting other federal agencies in developing affirmative employment programs to recruit women and minorities.[9] . . . .

At a second hearing before the Senate Governmental Affairs Committee on Oct. 23, 1991, the GAO presented its survey of 25 federal agencies that was designed to determine who held "key jobs" [jobs that lead to middle management positions in federal agencies].[11]

The GAO found that although women are promoted at rates higher than their representation in the federal workforce, women often are passed over for jobs leading to executive positions.[13] In addition, GAO officials testified that minority employees often are "frozen out of jobs that can put their careers on the fast track."[14] The GAO concluded that glass ceilings existed in the federal sector, and that "certain groups remain underrepresented in the overall workforce, and white women and all minorities remain underrepresented in many of the key jobs that lead to middle and upper management."[15] The GAO survey further stated that "a large disparity exists between the relative proportion of white women and minorities in the middle and upper grades and their proportion in lower grades [General Schedule, grades 11-15]."[16]

3. *The Feminist Majority Foundation study*

The Feminist Majority Foundation recently released a controversial study entitled, "Empowering Women in Business," concluding that women will eventually reach the top of America's corporate ladder.[17] However, the report stated that "it will be 475 years–or the year 2466–before women reach equality with men in the executive suite."18 The study noted that women comprise more than 90 percent of all secretaries, nurses, bookkeepers, administrative, clerical, and textile workers. Although many women have made inroads into middle management, the study indicated that most women have remained confined to the middle and lower management ranks. For example, the study found that only 4.5 percent of the *Fortune 500* directorships are held by women; women account for only 4 percent of business school deans, and there were no women presidents of major colleges.[19] The study set forth several reasons for these findings including: job segregation by sex, the existence of "good-old-boy" networks, lax enforcement of employment discrimination laws, and sex discrimination and sexual harassment."[20] Some of the study's suggestions for change included pushing for gender balancing in the workplace, organizing campaigns with other feminist organizations, and pursuing available legal remedies.[21]

The Civil Rights Act of 1991

On Nov. 21, 1991, President Bush signed into the law the Civil Rights Act of 1991 ("the Act").[22] Section 201 of the Act is entitled the "Glass Ceiling Act of 1991." The Glass Ceiling Act represents the first major response by Congress to the DOL's glass ceiling initiative and was modeled after S.1711, a proposal first introduced by Sen. Robert Dole of Kansas. Echoing the results of the above studies, Congress made several findings in the Act. First, Congress determined that despite

Please see GLASS CEILING, p. 13

GLASS CEILING, from p. 12

a dramatically growing presence in the workplace, women and minorities remain underrepresented in management and decision-making positions. Second, artificial barriers exist to the advancement of women and minorities in the workplace. Third, Congress recognized that corporations are increasingly relying on women and minorities to meet employment requirements, and are increasingly aware of the advantages derived from a diverse work force. Finally, Congress noted that the DOL's glass ceiling initiative had been instrumental in raising public awareness of the underrepresentation of women and minorities at the management and decision-making level in the U.S. workforce.[23]

Section 203 of the Act establishes a Glass Ceiling Commission to examine issues raised by the DOL's glass ceiling initiative. The purpose of the Commission is to focus greater attention on the importance of eliminating artificial barriers to the advancement of women and minorities to management and decision-making positions in business, and to encourage and promote diversity in the workforce.[24] Section 204 authorizes the commission to conduct a comprehensive study of opportunities for, and artificial barriers to, the advancement of women and minorities to management and decision-making positions in business.

In conducting the study, the commission shall examine the preparedness of women and minorities to advance to management and decision-making positions in business, and examine the opportunities available for such advancement. The commission also is directed to compile a databank of available research on programs and practices that have successfully led to the advancement of women and minorities to management and decision-making positions in business, including training programs, rotational assignments, developmental programs, reward programs, employee benefit structures, and family leave policies.

No later than 15 months after the date of enactment, the commission must present its findings and recommendations to the President and Congress. The Act envisions that the commission would make recommendations for:

- policies and practices to fill vacancies at the management and decision-making levels;
- developmental practices and procedures to ensure that women and minorities have access to opportunities to gain the exposure, skills and expertise necessary to assume management and decision-making positions;
- compensation programs and reward structures utilized to reward and retain key employees.[25]

Significantly, Section 204 authorizes the commission to make recommendations concerning enforcement efforts by federal agencies. Thus, Congress expects suggestions concerning the use of such enforcement techniques as litigation, complaint investigations, compliance reviews, conciliation, administrative regulations, policy guidance, technical assistance, as well as training and public education of existing federal equal employment laws.[26]

Finally, Section 205 of the Act creates a "National Award for Diversity and Excellence in American Executive Management," named in honor of former Labor Secretaries Frances Perkins and Elizabeth Dole. This award will recognize a business, corporation, partnership, professional association, or labor organization which has made "substantial efforts to promote opportunities for women and minorities to advance to top levels." The purpose of the award is to help encourage companies to modify their policies and practices to promote opportunities for the upward mobility of women and minorities.

Proposed Solutions

1. *Increased enforcement efforts*

Judith Lichtman, president of the Women's Legal Defense Fund, agreed that the DOL's glass ceiling report was an important step in addressing the issue, but stated that "it is imperative for Congress to 'act with speed and conviction to confront the glass ceiling through strengthened enforcement and effective legislation.'"[42] . . . . Other interest groups have commented on the EEOC's large backlog, slow response time, and low settlement rates as other enforcement area concerns. Even the Justice Department has been criticized by some groups for "failing to create a coherent litigation strategy and for shirking its enforcement responsibilities."[44]

In addition, the Bush administration responded to the GAO federal sector study by acknowledging that the percentage of women and minorities in the federal Senior Executive Service was unacceptable. The director of Office Personnel Management stated that the administration was trying to hire and promote more minorities and women. The director also stated the "the government should have an aggressive program to recruit more women and minorities and then remove all barriers to their advancement."[45]

2. *Improved advancement opportunities*

Former Labor Secretary Ann McLaughlin has suggested that enough information already has been compiled about the glass ceiling. Therefore, further studies and legislation are unnecessary.[46] Instead, the former secretary suggests that tying executive compensation to improved advancement opportunities for women and minorities might be one useful approach to fostering the advancement of women.

3. *Other efforts*

Other proposed solutions have included the establishment of federal "gender balance rules" that would

Please see GLASS CEILING, p. 14

GLASS CEILING, from p. 13

require the equal appointment of men and women to public boards, commissions, committees, and councils at the state and local levels of government.[47] Yet the DOL maintains that voluntary efforts by employers may be the best option. Indeed, the DOL noted that a number of progressive corporations already have taken a good, hard look at their internal practices and initiated efforts to assure that the companies have a qualified and diverse workforce.

Conclusion

The glass ceiling debate could have a positive effect. Hopefully, management, labor, and federal enforcement agencies will continue to engage in active dialogue and discussion to arrive at creative and effective solutions. A number of companies, for example, are informing the DOL of the innovative ways in which they are striving to improve management promotion opportunities for women and minorities. These efforts, combined with objective analysis, may resolve this controversial issue without extensive litigation and with voluntary compliance.

---

[1] **Female Execs Stymied By Glass Ceiling**, Daily Lab. Rep. (BNA) No. 67, at A-11 (Apr. 8, 1991).

[2] **Feminist Groups Follow Up On Labor Department's Glass Ceiling Report**, Lab. L. Rep–Empl Prac. (CCH) Rep. No. 426 (Sept. 17, 1991).

[3] **Labor Department Report on the Glass Ceiling Initiative**, Daily Lab. Rep. (BNA) No. 154, at D-1 (Aug. 9, 1991).

[4] **Labor Department Report on the Glass Ceiling Initiative**, Daily Lab. Rep. (BNA) No. 154, at D-1 (Aug. 9, 1991).

[5] 137 Cong. Rec. S17, 661 (daily ed. Nov. 22, 1991 (remarks of Sen. Glenn).

[6] **Glass Ceiling In Federal Government Examined At Senate Committee Hearing**, Daily Lab. Rep. (BNA) No. 96, at A-9 (May 17, 1991); **Glass Ceiling Barring Women, Minorities from Top Jobs In Federal Government Examined During Senate Panel Hearing**, Gov't Emp. Rel. Rep. (BNA) No. 1415, at 607 (May 20, 1991).

[11] Id.

[12] **Women, Minorities Get Promotions, But Are Frozen Out Of Prime Jobs, GAO Finds**, Gov't Empl. Rel. Rep. (BNA) No. 1437, at 1375 (Oct. 28, 1991); **GAO Finds Women, Minorities Are Promoted But Are Frozen Out of Prime Federal Jobs**, Daily Lab. Rep. (BNA) No. 206, at A-1 (Oct. 24, 1991).

[14] Id.

[15] Id.

[16] Id.

[17] The Feminist Majority Foundation, Empowering Women Series No. 1, **Empowering Women in Business**, at 1-2 (1991).

[18] Id.

[20] Id.

[21] Id. at 15-17.

[22] Pub. L. No. 102-166, 105 Stat. 1071 (1991).

[23] *202(a)(4)

[25] *204(b)(2)

[26] *204(b)(2)(D)

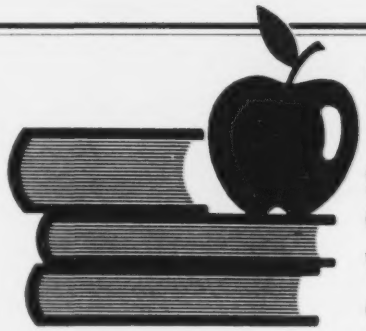
[42] **Women's Groups Urge Congress To Monitor Enforcement of Anti-Discrimination Laws**, Daily Lab. Rep. (BNA) No. 206,at A-17 (Oct. 24, 1991).

[44] Id.

[45] Id.

[46] **Speakers Issue "Wake-Up Call" to Employers, Workers on Workforce Quality**, Daily Lab. Rep. (BNA) No. 208, at A-13 (Oct. 26, 1990).

[47] **Women Making No Progress In Upper Levels of Management, Study Says**, Daily Lab. Rep. (BNA) No. 166, at A-6 (Aug. 27, 1991).



PRIDE OF FAMILY: Four generations of American women of color

The truth is, I knew I was female before I knew I was black.

I was raised by three singular women–my mother, my grandmother, and my great-aunt–and all my life I studied them .... My gambling grandmother was a high-kicking dancer in the great chorus lines of the 1920s and '30s, and she loved toplay the numbers and bet the horses.... My dignified great-aunt was a medical doctor and a social reformer. And my mother was a journalist and a writer of murder mysteries, who also composed tropical songs .... Born to a free family of color before the Civil War, my great-grandmother was an abolitionist and a feminist. She wrote about issues of race, class, and womanhood over a hundred years before me .... Through four generations we had been called by a number of names: Indian, colored, Negro, black, African-American .... Yet, to my mind, none of these fits .... I came to understand that it was the pride of family that kept secrets and told lies–pride that told of men and not of women, the fair-skinned and not the dark, the privileged and not the poor ....

This excerpt from the preface of Carole Ione's fascinating search for her roots baits the reader to continue the story of a somewhat aristocratic, educated, and intriguing family. Tracing the French ancestry of the de Caradeuc family on Saint-Dominique in the late 1700's, the author learns that her family progenitor had two families, one white, the other black. When slavery was abolished on the island, both families immigrated to Charleston "where color lines were so blurred that it was often hard to tell which members were white, which colored" and where there existed a "mulatto elite."

I suppose what I found fascinating about this book was what I did not know about a black culture that had existed–one of a grandmother who heard Charles Dickens lecture when he was in America; another who was part of "the old Southern Democratic aristocracy"; a black family who did not want their daughter to marry a man because his skin was too dark; a child of the 1950's who did not know what it was like to be black and learned a traumatic lesson from her classmates; the constant concern that the next generation would have "bad hair"; a politician who ran against one of my

Please see PRIDE, p. 15

BITS AND PIECES

ADVENTURES IN WRITING: Computers in the classroom

Kirkwood Community College in association with Community College Satellite Network is offering **Adventures in Writing: Computers in the Classroom**, an interactive videoconference available via live satellite on Wednesday, October 21, 1992, 1-3:30 p.m. EDT. The teleconference, part of Kirkwood's "Future Tracks: Videoconferences Targeting Tomorrow," is aimed at professors who teach writing; ESL and reading instructors; deans, assistant deans, and vice presidents of these professors; strategic planners of technology for colleges; and high school writing instructors.

KCC opened its computerized classroom over two years ago. After evaluating and revising their curriculum, five writing professors want to share this information and experience. The videoconference will consist of 1) the rationale of using computers in the classroom, 2) examples of specific applications, and 3) the computer's impact on writing instruction.

For more information, call or write **Craig O'Brien**, (319-398-4995), Kirkwood Satellite Services, 214 Linn Hall, Kirkwood Community College, P. O. Box 2068, Cedar Rapids, IA 52406-2068, (1-800-332-2055, ext. 4995, FAX 319-398-5492). Q

TELECONFERENCE, from p. 8

Schuster: True. More female policy makers are needed.

Sullivan: One problem is that the media promotes consumerism and the goal of getting rich quick, one that deters education as a means to "the good life" because it is such a slow process.

Schuster: As consumers, we need to let advertisers and others know that we do not appreciate the undue emphasis on girls' and women's physical appearance and image.

Caller: "What can parents do to help their children overcome gender bias in the classroom?"

Schuster: Parents must become advocates for their children. Ask questions of teachers and administrators regarding the quality of education children are receiving.

Sullivan: At the community college, we can encourage questioning and cultivate leadership skills of students, many of whom are parents. Guidance counselors and teachers must be sensitized to this issue. Math and science should not automatically be considered "too hard" for girls and women. Females should not be discouraged from entering technical fields of endeavor. Q

Redefining success for the new workforce enhances affordable summer conference in Rockies

Billed as an affordable summer conference in the Rockies, **Redefining Success for the New Workforce** is set for Thursday and Friday, July 16-17, 1992, at Colorado Mountain College, Spring Valley Center (Roaring Fork Campus), Glenwood Springs, Colorado. The conference, sponsored by AAWCJC, is "designed to fit even the tightest budgets!" $65 includes two nights accommodations, breakfast and lunch, and conference registration. Speakers are **Carolyn Desjardins**, **Marijane Paulsen**, and **Mary Ellen Masterson**. Camp activities include presentations and workshops on defining the quality of life; intellectual, cultural, physical, and spiritual priorities; and "Is there a difference between achieving success and feeling successful?" Other activities include evenings at the theater, classical music, modern dance, and dinner and shopping in Aspen and Glenwood Springs. For further information contact **Sally Conway-Griffin** (303) 697-9862 or **Ann Harris** (303) 925-7740. Q

ACCT nominations due soon

The ACCT Board of Directors with AACJC National Council on Black American Affairs and National Community College Hispanic Council Boards of Directors encourage you to submit nominees for the annual ACCT Association Trustee, Chief Executive and Faculty Member awards.

Contact **Marilyn Blocker**, Associate Executive Director, (202) 775-4667 at Association of Community College Trustees, 1740 "N" St., NW, Washington, DC 20036. Q

PRIDE, from p. 14

forefathers for governor of South Carolina. Ms. Ione describes a group of Southern black people who owned and operated the Spuyten Duyvil where they rubbed elbows with celebrities such as sports figures, politicians, performers, and writers.

In her search for her past, she answers questions about her present family, experiences growth in her own life, and gains a "pride of family" in its truest sense. I recommend this book for leisure and learning; it was certainly worth the short time it took to experience a world unique to "four generations of American women of color." Q

Reviewed by Diana Cox, Vice President for Communications, AAWCJC

Change of address: the new name and address for National Mail Service is
National Mail & Data
2702 N. Main Street
Anderson, SC 29621
No mail will be forwarded from the old address after Oct. 1 according to **Liz Abbott**, Membership Staff.
See page 5 about Kirkwood's videoconference.
Send *Quarterly* articles, reports, book reviews, etc., to DIANA COX, AMARILLO COLLEGE, P O BOX 447, AMARILLO TX 79178
Nov. 16
***Journal* submissions and winter *Quarterly* news due**
The Minority Student Today – Recruitment, Retention, and Success
October 4-7, 1992
San Antonio, Texas
Sponsored by the University of South Carolina, Division of Continuing Education, 900 Assembly Street, Suite 200, Columbia, SC 29208
in cooperation with Incarnate Word College.
Phone (803) 777-9444
or (803) 777-2260
FAX (803) 777-9357
Milwaukee AAWCJC has T-SHIRTS! Kathleen Christensen, 700 W. State, Milwaukee, WI 53233 to buy one!
Black Issues In Higher Education's special report on Graduate & Professional Education will take an in-depth look at minority participation in post- bachelor education in the July 16, 1992 issue.
Eula Saxon Dean, Region IX Director, has a new title and a new address:
Dr. Eula Saxon Dean
Dean of Outreach
and Community Relations
Folsom Center–Cosumnes River College
319 E. Bidwell St.
Folsom, CA 95630
Office: (916) 983-5566
FAX: (916) 983-5569

AAWCJC QUARTERLY
NATIONAL MAIL SERVICE
2907 N MAIN ST
ANDERSON SC 29621

Non-Profit Org.
U.S. Postage
PAID
Permit No. 48
Middletown, CT 06457

ERIC Clearinghouse for Junior Colleges
SEP 04 1992